B5050-8

1983

FLORIDA

Lodging

INDUSTRY

Laventhol & Horwath
Certified Public Accountants

Florida Lodging Industry

Eighth Annual Report on Florida Hotel Operations

1983 Edition*

2	The Florida Lodging Industry—1983 Introduction
3	Comments From Around the State
6	The Florida Lodging Industry Study—1983
7	The Florida Lodging Industry Dollar
23	Bases and Significance of Lodging Statistics
23	Explanation of Terms
25	Analyze Your Operation

*A special survey of Florida hotels and motels based on contributions to *U.S. Lodging Industry 1983*.

Laventhol & Horwath
Certified Public Accountants

201 Alhambra Circle
Coral Gables, Florida 33134
(305) 442-2000
Telex: 264822 LH MIAUR

Barnett Plaza, Suite 1010
201 S. Orange Avenue
Orlando, Florida 32801
(305) 843-9240

One Tampa City Center
201 N. Franklin Street,
Suite 2900
Tampa, Florida 33602
(813) 228-7555

Royal Trust Building
1645 Palm Beach Boulevard
Suite 1100
West Palm Beach, Florida 33401
(305) 689-6600

© 1983

$35 per copy

The Florida Lodging Industry — 1983

Introduction

This is the eighth edition of Laventhol & Horwath's annual report on financial and operating statistics in the Florida lodging industry. The information contained in this study was derived from contributions to the 1983 edition of the firm's *U.S. Lodging Industry* report. Comparisons with statistics from the 1981 and 1982 editions of *Florida Lodging Industry* enable operators to analyze trends in operating results.

We also have included the most current figures from our monthly *Trend of Business in the Lodging Industry* for various parts of Florida, and comments from L&H consultants throughout the state. Chart 1 presents current trends in various Florida lodging sectors, as tracked by L&H's monthly *Trends* for the greater Orlando, South Florida and Tampa areas.

Chart 1
Florida Year-to-Date Trend Report (as of June 1983)

	Room Sales Per Occupied Room		Room Sales Per Guest		Occupancy Rate		Double Occupancy Percent	
	1983	1982	1983	1982	1983	1982	1983	1982
Greater Orlando	$44.27	$40.33	$19.30	$17.47	88.4	70.7	130.8	128.8
Circle/World	$35.30	$31.26	$12.87	$12.02	85.5	62.3	171.3	156.5
U.S. Highway 192	47.05	42.88	17.78	15.59	92.4	70.9	157.5	164.5
Kissimmee	36.80	33.77	14.59	12.19	91.6	69.8	150.6	166.3
Exit 65	29.74	24.69	14.27	12.07	92.8	76.0	119.5	115.3
Lake Buena Vista	76.93	69.87	27.78	24.39	93.3	77.4	160.7	166.8
Florida Center/ International Drive	42.07	38.33	18.77	17.36	87.2	73.1	128.9	124.1
Airport/South Orange Blossom Trail	35.18	33.83	24.46	25.56	84.7	57.6	64.3	54.3
Orlando Central Business District	36.66	34.13	22.52	21.29	79.4	63.5	61.2	59.6
Altamonte Springs/ Lee Road	37.65	32.67	22.45	21.18	78.6	73.5	67.5	51.4
Sanford	27.34	24.57	14.93	14.35	90.4	86.3	82.0	70.8
Daytona Beach	$42.22	$39.72	$23.16	$20.14	74.9	74.3	94.0	99.7
Tampa Bay	$46.18	$43.29	$25.03	$24.35	70.6	70.4	79.3	73.4
North Tampa	$36.74	$35.45	$19.94	$20.69	60.1	59.5	90.9	79.6
Airport/Westshore	42.95	41.29	30.62	29.70	66.1	69.4	37.5	37.2
Downtown Tampa	44.00	40.77	26.14	28.92	57.7	61.6	68.3	41.0
East Tampa	36.91	32.48	28.04	24.32	72.4	72.9	40.6	39.3
St. Petersburg Beach/ Treasure Island	55.41	52.38	22.80	22.61	79.0	80.5	120.1	112.0
Clearwater Beach	60.35	59.05	27.67	26.91	81.9	73.3	111.3	112.7
Other Pinellas County	37.22	33.05	19.41	17.12	69.7	68.0	80.7	83.4
South Florida	$75.04	$75.12	$48.07	$47.49	64.5	66.5	64.5	66.7
West Palm Beach	$65.26	$63.05	$42.58	$40.78	73.7	70.5	56.4	57.9
Fort Lauderdale	79.59	76.46	47.55	45.33	65.3	67.9	80.7	81.3
Miami Beach	81.58	79.20	53.63	49.52	57.5	61.6	68.7	74.6
Downtown Miami	63.36	80.30	42.51	52.62	54.5	51.2	52.2	58.2
Miami International Airport	60.15	64.33	45.84	49.04	73.8	79.5	33.5	34.2
Sarasota/Bradenton	$63.05	$58.22	$33.50	$30.28	74.3	77.5	111.1	113.6
Highway	$42.61	$38.06	$20.92	$20.12	69.6	75.2	76.5	77.0
Beach/Convention	77.75	73.67	37.68	33.75	78.1	79.5	125.7	129.9

Comments From Around the State

From Daytona Beach

Occupancy at Daytona Beach hotels was approximately 66 percent in 1982, an increase of 0.2 percent compared with 1981. Average room rates increased approximately 7 percent to $40 during the same period. Year-to-date occupancy through July 1983 was approximately 75 percent, a 1 percent increase compared with the same period in 1982. The average room rate increased nearly 7 percent to approximately $43.

The City of Daytona recently initiated construction of a 186,000-square-foot civic center. The center, which is being financed with the proceeds of a $29 million bond offering, will include 24,000 square feet of exhibit space. A convention-oriented hotel has been proposed for a site adjacent to the civic center.

There currently are 434 hotels and motels with a total of more than 19,100 guest rooms in the greater Daytona Beach area. This represents a net reduction from last year's inventory, and is primarily attributable to the conversion of lodging facilities to condominiums and time-share units.

The opening of EPCOT in October 1982 and the resulting shortage of guest rooms in the Orlando area have favorably influenced the Daytona Beach area. Some overflow is expected to continue, especially in peak tourist seasons, until the supply of and demand for guest rooms in the Orlando area returns to a state of equilibrium.

From Fort Lauderdale

Recent development activity in the Fort Lauderdale area has been concentrated in commercial/industrial centers along Interstate 95 and in the beach area. The growth of office and industrial parks, as well as the migration of businesses from the North (particularly high-technology industries), has provided additional lodging demand. Speculation by major hotel chains and developers has heightened. Commercial development activity planned for the area includes:

- The Andrews Avenue Business Plaza, expected to contain 650,000 square feet of office space and 650,000 square feet of industrial space, to be completed by 1986.
- The Fort Lauderdale Commerce Center, with a total of 148 acres and more than two million square feet of leasable space, to be open by 1986.
- The Spectrum Office Park, which opened in mid-1983 and is expected to be fully built out within five years. The project will consist of more than 1.2 million square feet of space.

Two major developments anticipated to stimulate lodging demand in the area are the Design Center of the Americas (DCOTA) and the Atlantis Water Park. DCOTA is a large-scale display forum that will serve the interior design and furnishings industry. The center will contain a variety of manufacturers and wholesalers leasing showroom space to display their product to potential wholesale purchasers. The DCOTA is expected to draw national and international visitors.

The Atlantis Water Park is operated by Six Flags Corporation, a major operator of amusement parks throughout the United States. The park contains 36 different amusements including water slides, spas, jacuzzis, swimming pools, ski shows, "Grand Prix" racetracks and a variety of fast food restaurants. The park's success in stimulating demand has prompted the proposal for a hotel to be developed near the site.

Lodging demand in the Fort Lauderdale beach area was once dominated by tourists. Traditionally, Fort Lauderdale has been the winter haven for vacationing high school and college students. During off-peak periods, discounted tour group business has been the mainstay for area hotels. There have been inroads into the convention and group markets. The Marriott Hotel, with 472 rooms, has successfully attracted this market segment, and the development of the 648-room Marriott Beach Hotel, scheduled to open in fall 1984, should enhance Marriott's marketability to meeting planners.

As a composite, the Fort Lauderdale area achieved a 61.2 percent occupancy rate for 1982. This represented a 7.3 percent decline from the 1981 level. The drop in occupancy can be attributed largely to an areawide increase in published room rates. The average room rate for the year increased 13.2 percent, yielding $69.40. In response to occupancy declines experienced in 1982, area hoteliers tended to limit room rate increases in 1983 to regain lost room demand resulting from price sensitivity. Consequently, occupancies declined only 3.8 percent with the average room rate increasing 4.1 percent for the six months ended in June 1983.

From Fort Myers

The greater Fort Myers area lodging industry consists of four sectors: North U.S. Highway 41/downtown Fort Myers; South U.S. Highway 41/Cape Coral; Sanibel and Captiva Islands; Fort Myers Beach.

There was little change in the average area occupancy rate between 1981 and 1982, which remained at about 68 percent. The area average room rate increased slightly to approximately $40.

The new Southwest Florida Regional Jetport, near the interchange of Interstate 75 and Daniels Road, opened in May 1983 after many delays caused by runway construction problems. The new jetport can accommodate almost twice as many daily flights as Page Field Airport previously handled, thereby improving accessibility to Fort Myers and southwestern Florida in general.

During the past 18 months, several area lodging properties have changed hands and affiliations, while several new properties are under construction. The following are among the affiliation changes:

- The former Sheraton Hotel is now operating as the Ramada Inn-Airport Hotel.
- The former Rodeway Inn at Page Field Airport is now operating as a Red Carpet Inn.
- The former Best Western-Del

Parado Inn is now operating as an independent property.

Hotels under construction in the area include:

- A 72-room Econo-Travel Motor Hotel, located along U.S. 41 across from the Red Carpet Inn.
- A 130-room La Quinta Motor Inn located just south of the Econo-Travel property. It is scheduled to open in 1984.
- A 146-room Holiday Inn, located in Cape Coral at the site of the former Anchor Inn, is scheduled to open in November 1983.

Time-sharing units continue to have a major presence on Fort Myers Beach, Sanibel Island and Captiva Island. Although they have captured some business from second-tier hotels, occupancies at first-class hotels do not seem to be affected. Strict zoning laws, coupled with the lack of prime beachfront land, limit the potential for adding new lodging properties.

From Gainesville

Lodging facilities in Gainesville are concentrated in two areas: U.S. Highway 441/downtown and along Interstate 75 in west Gainesville.

The average area occupancy in 1982 was approximately 68 percent, and the average room rate was approximately $33. This represents a decrease in occupancy of approximately 4 percent and an increase in average room rates of about 18 percent compared with 1981.

The majority of demand in the U.S. Highway 441/downtown sector is generated by the University of Florida, Shands Teaching Hospital and the Veterans Administration Hospital. Interstate 75 hotels rely primarily on demand from transient tourists and commercial travelers.

A 115-room Knights Inn, located at the junction of Archer Road and Interstate 75, opened in March 1983. A 122-room Motel 6, also at that junction, is under construction and scheduled to open in late 1983 or early 1984. In addition, two hotels are proposed for the Gainesville area. Construction of a 200-room, medical-related, full-service hotel, to be located along Archer Road adjacent to the Veterans Administration Hospital, is scheduled to begin in early 1984. Construction of a proposed 200- to 300-room, first-class, chain-affiliated hotel, to be located along Archer Road, also is expected to begin in early 1984.

From Miami

Within the greater Miami area, there are three major lodging sectors: downtown Miami, Miami International Airport and Miami Beach.

Downtown Miami has developed in recent years into a center for international trade and finance, particularly in the area of Latin American business. Developers currently are adding 1.5 million square feet of office space to accommodate increased commercial demand. The largest project being undertaken is the Southeast Bank Building. Nearing completion, it is a $200 million project representing a major commitment to downtown Miami. Additional developments include the Miami Center complex, which incorporates 800,000 square feet of office space and the 630-room Pavillon luxury hotel, and the Brickell Bay office tower, comprising retail and office components totaling 316,000 square feet. A "people mover" that will connect major office buildings and hotels throughout downtown Miami is also under development.

The downtown area currently contains 4,500 first-class hotel rooms. Recent additions to the supply include:

- The 630-room Pavillon Hotel, a luxury hotel marketed to the less price-sensitive traveler seeking a product and service atypical of the area.
- The 130-room River Parc Hotel, adjacent to the James L. Knight Convention Center, which is being promoted to the high end of the commercial travel market.
- The 600-room Marriott Hotel, expected to be completed by the end of 1983.

With the impact of these additions to the downtown room supply, occupancies dropped 12.1 percent from 1981 figures to a level of 57.2 percent. The average room rate remained stable in 1982 at $82.22, up 0.1 percent from the previous year. During the first six months of 1983, demand increased 6.4 percent as area hoteliers engaged in aggressive discounting to capture demand. The average room rate declined 21.1 percent.

The Miami International Airport sector also is experiencing substantial growth in room supply. During 1982, the Marriott Hotel and Racquet Club added 243 rooms, bringing the total available rooms to 788. Projects that recently opened or are under construction include:

- The 500-room Hilton Blue Lagoon, scheduled to open in December 1983.
- The 300-room Holiday Inn Crowne Plaza, which opened in October 1983.
- The 341-room Radisson Hotel, scheduled to open in early 1984.

The continuing growth of Miami as an economic gateway between the United States and Latin America has prompted increased hotel development in the airport sector. Increased domestic air passenger traffic during the first half of 1983 also should encourage development.

Similar to downtown hotels, airport properties experienced declining occupancies because of the additions to room supply, increased room rates and the effects of the recession on international travel. In 1982, demand dropped 11.3 percent from 68.1 percent in 1981. The area average room rate increased 6.2 percent to $66.42. The statistics compiled for second quarter 1983 indicate a less severe decline in occupancy, 7.2 percent, coupled with a drop of 6.5 percent in the average room rate.

The Miami Beach sector consists of more than 340 lodging facilities that for the most part have been affected negatively by the decline in travelers from Latin America during the last two years. Many of the properties located in this sector are in need of renovation and refurbishment to compete for tourist and group business. Several properties have funded capital improvements, including the Sheraton Bal Harbour's 2.5 million refurbishment program and the Fountainbleau Hilton's redevelopment of guest rooms and public space. These properties and others have been successful in keeping afloat during the depressed period by expanding existing markets and targeting new ones.

The proposed construction and expansion of the Miami Beach Con-

vention Center is anticipated to revive former convention and group demand. Demand has declined in recent years because of the existing convention center's inadequate size and exhibition space and outdated facilities. The recent passage of a countywide additional 3 percent resort "bed" tax will fund this project as well as other tourist development activities.

In 1982, Miami Beach properties reported a 9.3 percent drop in demand to 54.5 percent. Hotel managers increased room rates in an effort to compensate, achieving a 13.1 percent rise in the average room rate to $65.48. For the first six months of 1983 occupancy declined 6.7 percent while the average room rate increased 3 percent compared with the same period in 1982.

Overall, lodging development continues throughout the greater Miami area as developers anticipate a strong recovery of lodging demand. Continuous efforts are being made to develop the area as a commercial and group destination. Although it improved somewhat during the past year, the area's negative image has not been fully amended. Public and private sector expenditures have been directed toward resolving many of the issues still causing the problems.

From Palm Beach

During the past several years, many Palm Beach County municipalities have expanded from relatively small residential and seasonal communities to larger, more affluent ones with broader-based economies. For example, the recent surge in commercial, retail and industrial activity in Boca Raton has contributed to the positive image of that area. The bulk of this activity is dominated by high-technology, research and development facilities. With the expansion of the commercial, industrial and residential sectors, retail development has been significant. A variety of shopping centers have emerged, thus making the retail trade a mainstay in the country's economy.

Some of the major developments underway in Palm Beach include:

- The Hilton Airport Center, a mixed-use project being developed in several phases, the first of which will be completed by late 1984. Phase I includes a 248-room Hilton Inn and conference center, a health club facility and a 60,000-square-foot office building. The additional phases include four more office buildings of similar sizes.
- Phillips Point, located in downtown Palm Beach, a two-phased project that includes a 14-story office building (under construction) and a proposed 21-story office building. When completed, the project will total approximately 396,000 square feet.
- The Boynton Mall, currently under construction, which will include a total of 1.3 million square feet of leasable area. Completion is expected in 1984. This regional mall is anticipated to contain 100 stores with six anchors.

The lodging industry has benefited from this economic growth as well. Recent projects include the 219-room Servico Royce Hotel, which opened in 1983 at the Palm Beach International Airport. The 360-room Hyatt Palm Beaches, located in West Palm Beach, opened two years ago. The West Palm Beach Planning Board has approved development plans for a 21-story, 400-room hotel to be located at One Clearlake Centre.

The diversification of Palm Beach County's economic base has boosted the area's lodging performance. In 1982, West Palm Beach lodging facilities achieved a 67.1 percent occupancy rate, a decline of only 0.7 percent from 1981. Compared with other South Florida lodging sectors, which posted declines ranging from 7 to 12 percent, Palm Beach's statistics are quite impressive. During this same period, the average room rate increased 11.1 percent to $64.72. At the end of second quarter 1983, Palm Beach properties reported a 73.7 percent occupancy rate, a 4.5 percent increase over the same period last year. This successful performance was coupled with a 3.5 percent increase in the average room rate to $65.26.

From Sarasota/Bradenton

The two primary sectors of the Sarasota/Bradenton lodging industry are beachfront/convention hotels and properties located on U.S. Highway 41.

Area occupancy in 1982 was approximately 63 percent, a decrease of nearly 6 percent compared with 1981. The average room rate for 1982 was approximately $48, a 15 percent increase from 1981. During 1982, beachfront/convention properties achieved a 71 percent occupancy and a $58 average rate. This compares favorably with the U.S. Highway 41 sector, which reported a 55 percent occupancy and a $36 average rate. Year-to-date area occupancies, through July 1983, decreased 3 percent to 73 percent compared with the same period last year. The average room rate increased nearly $5 during the same period.

In March 1982, a major portion of Interstate 75, from south Tampa to north Naples, was completed. The unfinished portion of Interstate 75, between north and south Tampa, is projected to be completed in early 1986. Upon completion, Interstate 75 will bisect the United States from Sault Ste. Marie, Michigan, to Naples, Florida. Interstate 75's impact on southwestern Florida has been, and will continue to be, significant. However, the highway's full impact on the Sarasota/Bradenton area will not be felt until improvements to connector roads are completed. It is anticipated that commercial development, including hotels, will occur at Interstate 75 interchanges.

From Tallahassee

The greater Tallahassee lodging industry comprises four sectors: Interstate 10/U.S. Highway 27; downtown central business district; U.S. Highway 27 East (Apalachee Parkway); U.S. Highway 90 (West Tennessee Street).

In 1982, the area occupancy was estimated to be 69 percent, and the average room rate was approximately $34. This represented a decrease in occupancy of approximately 4 percent and an increase in average room rate of approximately 15 percent compared with 1981.

Lodging properties located near Interstate 10 along U.S. 27, which rely on both commercial and tourist-related demand, continued to achieve the strongest occupancies. As a result, there have been several expansions at existing hotels in the past 18 months, and several proposed projects have been announced. These additions and

proposed projects include:

- A 32-room addition to the 122-room La Quinta Motor Inn (completed in August 1982).
- A 34-room addition to the 48-room Econo-Travel Motor Hotel, which was completed in 1983.
- A 130-room Holiday Inn under construction at the northwestern quadrant of I-10/U.S. 27.
- A 200-room Ramada Inn proposed for the southwestern quadrant of I-10/U.S. 27. Construction is expected to begin in late 1983 or early 1984.
- A 150-room Motel 6 that opened in mid-1983 at the I-10/Thomasville Road interchange. This is the first lodging property located at this interchange.
- The 32-room Executive Inn, which opened in mid-1983 near the Tallahassee Mall.

The Tallahassee Hilton, located in downtown Tallahassee, recently was purchased by a hotel company from Dallas. This facility is undergoing a $1.1 million renovation of the guest rooms, corridors, ballroom, meeting rooms and the lobby area. A 300- to 350-room, first-class convention-oriented hotel has been proposed for a site in downtown Tallahassee. Although not official, this proposed hotel would most likely serve as the headquarters hotel for the new Tallahassee/Lee County Civic Center and Florida State University's Center for Professional Development.

The Florida Lodging Industry Study—1983

by Janet D. Carroll
Research and Development Division

Bases of statistics

The statistics presented in this report have been computed on the most common bases used to analyze lodging operating results: amounts per available room and ratios to total sales. Most figures are presented as medians, to show the "middle" position of the operating results in the sample. In appropriate cases, we use the arithmetic or weighted means to show absolute values rather than the relative position of the item analyzed in the sample, as represented by medians.

Readers not familiar with L&H reports, and particularly those who are not well acquainted with financial statements of hotels, are advised to read carefully "Bases and Significance of Lodging Statistics," which is included in *U.S. Lodging Industry 1983*. Excerpts are included in this report on page 23.

The figures presented in this report are not intended to be used as standards or goals, but as guidelines. We believe that medians are most useful for that purpose.

The Florida lodging industry dollar

Chart 2 illustrates sources of revenue and the distribution of expenses as percentages of the total dollar amount, or cents of each dollar received and distributed. Readers can see that the percentage of revenue from guest room rentals and alcoholic beverages declined slightly during 1982 from the 1981 levels. However, food sales and miscellaneous rentals picked up the difference.

Payroll expenditures rose to 33.6 cents of each dollar received, up from 32 cents in 1981 and 28.6 cents in 1980. Administrative and general expenses more than doubled during 1982 to 4.7 cents, while management fees declined more than 50 percent during the year. The total of administrative and general expenses and management fees, 6.2 percent, is slightly more than the 5.9 cents reported in last year's report. Management fees, previously a component of administrative and general expenses, have been listed separately in this analysis to be consistent with the remainder of the report.

Departmental expenses, rent, municipal taxes and insurance and interest declined noticeably during the year. This resulted in an increase in net income before income taxes to 5.5 cents of each dollar received in revenue in 1982 compared with 3.2 cents in 1982.

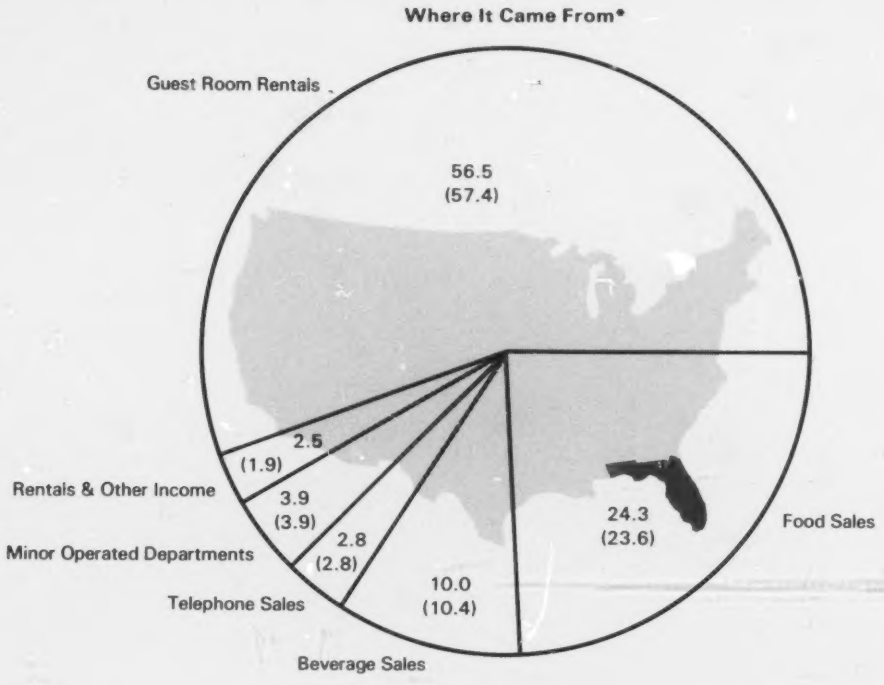
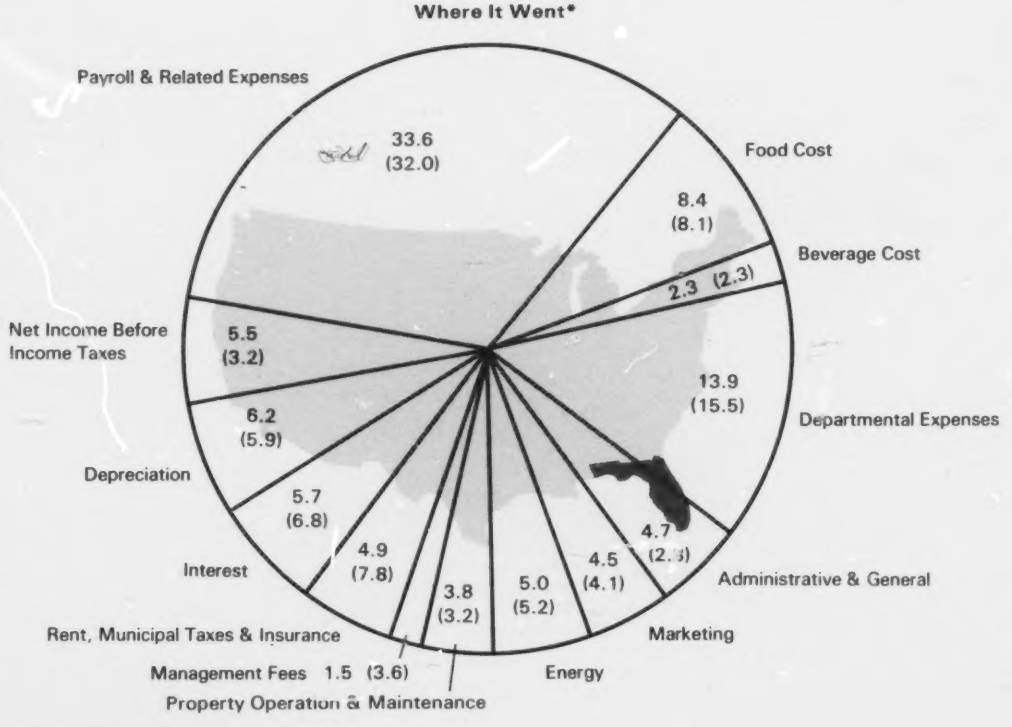


Chart 2: The Florida Lodging Industry Dollar



*Based on the weighted mean.
1981 amounts (in parentheses); restated.

Market data

Exhibit 1 presents important market information to provide operators with some knowledge of travelers to the state of Florida. More than half of the Florida market consists of tourists, while business people and conference participants ranked second and third respectively in the composition of travelers. Domestic travelers accounted for more than 90 percent of travelers throughout Florida, up from almost 75 percent in 1981. More than eight of every 10 travelers to the state planned their trips and made advance reservations. These reservations were made primarily by direct inquiry and through chain reservation systems. Arrangements made by travel agents and tour operators accounted for 26.5 percent of all advance reservations, down from 41 percent in 1981 when it was the most prevalent method.

Rooms department

Exhibits 2 and 3 present a thorough analysis of the rooms department. Exhibit 2 shows detail of rooms department expenditures as amounts per available

Exhibit 1
Market Data*

	1982	1981
Source of Business		
Domestic	90.6%	74.4%
Foreign	9.4	25.6
Total	100.0%	100.0%
Percentage of Repeat Business	42.6%	37.1%
Composition of Market		
Government Officials	1.2%	3.2%
Businessmen	23.8	23.4
Tourists	50.7	55.0
Conference Participants	21.5	15.5
Other	2.8	2.9
Total	100.0%	100.0%
Percentage of Advance Reservations	82.4%	85.6%
Composition of Advance Reservations		
Direct	35.2%	32.1%
Reservation Systems	30.8	18.4
Travel Agents & Tour Operators	26.5	41.0
Other	7.5	8.5
Total	100.0%	100.0%

*Based on those supplying detail. All figures are means.

room and ratios to total sales; Exhibit 3 (page 10) shows the same items as ratios to room sales.

The median net rooms revenue per available room during 1982 was $10,919, down 7.8 percent from $11,849 in 1981. Payroll costs per room rose slightly during the year, with half of all the properties surveyed reporting these expenses between $1,548 and $2,428 per room. Reservation expenses and the cost of uniforms rose during the year to median amounts per room of $109 and $25 respectively.

As a ratio to total sales, rooms department payroll costs accounted for 10.5 percent of sales, while the total of other departmental costs was 5.4 percent. The median departmental income was 48.5 percent of total sales, while half of all respondents reported their rooms income between 39.6 percent and 55.8 percent of total sales.

Examining these expenses as a ratio to room sales shows relatively stable payroll costs during 1981 and 1982 while the total of all other costs rose 3.6 percent, from a median of 25.2 percent of room sales in 1981 to 26.1 percent in 1982. This forced rooms department income to decline from 74.8 percent of its sales in 1981 to 73.9 percent in 1982.

Exhibit 2
Rooms Department Income and Expenses*

	Amounts Per Available Room			Ratios to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Departmental Revenue						
Sales (All Sources Including Public)	$9,386	$11,471	$16,251	54.6%	62.8%	74.6%
Allowances	(33)	(89)	(172)	(0.1)	(0.4)	(0.7)
Net Revenue	$9,259	$10,919	$15,738	54.6%	62.8%	74.6%
Departmental Expenses						
Total Payroll & Related Expenses	$1,548	$ 1,939	$ 2,428	8.4%	10.5%	12.7%
All Other Departmental Expenses						
Commissions (Including Travel Agents')	$ 64	$ 148	$ 340	0.4%	0.7%	1.6%
Contract Cleaning	18	27	66	N	0.1	0.3
Laundry & Dry Cleaning	36	157	239	0.2	0.7	1.0
Linen	77	141	227	0.5	0.7	0.9
Operating Supplies (Guest Paper, Cleaning, Printing & Stationery)	176	230	329	0.9	1.2	1.6
Reservation Expense	78	109	149	0.4	0.7	1.0
Uniforms	12	25	52	N	0.1	0.2
All Other Expenses	42	102	227	0.2	0.5	0.1
Total Other Departmental Expenses	$ 712	$ 1,026	$ 1,314	4.4%	5.4%	6.5%
Total Departmental Expenses	$2,373	$ 2,970	$ 3,744	13.9%	16.4%	18.9%
Net Departmental Income (Loss)	$6,371	$ 8,130	$11,721	39.6%	48.5%	55.8%

*All figures are medians and quartiles and do not necessarily add to totals shown.
N–Negligible.

Occupancy and average rate

The average room rate during 1982 for Florida properties was $49.61, an increase of 8.6 percent from 1981 and an annual increase of 9.4 percent since 1974, when figures were compiled for the first report in this series.

Occupancy rates rose 2.4 percent from the 1981 level to 68.3 percent in 1982. The most significant change from 1981 was the increase in double occupancy. During 1981, half of all properties in this survey reported a rate between 33.8 and 80.6 percent. In 1982, half of the respondents reported rates between 42.6 percent and 92.5 percent.

Productivity levels declined slightly from 1981, although the median index remained fairly consistent. Details are presented in Exhibit 4.

Food and beverage department

As a ratio to total food and beverage sales, median food sales increased to 70.5 percent from 69.9 percent in 1981. Total cost of sales rose slightly to 32.9 percent of combined food and beverage sales. Food and beverage income before deducting departmental expenses dropped 2.3 percentage points to 68.7 percent of total departmental sales. Payroll expenses in this department declined, unlike the rooms department. Expenditures for music and entertainment dropped during 1982 to 2.9 percent of total food and beverage sales from 4.2 percent in 1981 and 5.1 percent in 1980. Total departmental expenses declined slightly, but not enough to offset the increase in cost of sales, pushing departmental income down almost 3 percent to 16.7 percent of total food and beverage sales. Exhibit 5 contains complete detail covering the past three years.

Exhibit 3
Rooms Department Income and Expenses—Ratios to Room Sales

	Lower Quartile	Median	Upper Quartile
Departmental Revenue			
Sales (All Sources Including Public)	100.0%	100.0%	100.0%
Allowances	(0.3)	(0.8)	(1.3)
Net Revenue	100.0%	100.0%	100.0%
Departmental Expenses			
Payroll			
Salaries & Wages	10.7%	12.6%	16.4%
Employee Benefits (Including Payroll Taxes & Meals)	2.5	3.7	4.8
Total Payroll & Related Expenses	14.4%	16.5%	20.7%
All Other Departmental Expenses			
Commissions (Including Travel Agents')	0.6%	1.3%	2.6%
Contract Cleaning	0.1	0.3	0.5
Linen	0.9	1.1	1.6
Laundry & Dry Cleaning	0.3	1.3	1.8
Operating Supplies (Guest Paper, Cleaning, Printing & Stationery)	1.6	1.9	2.3
Reservation Expense	0.7	1.0	1.3
Uniforms	0.1	0.2	0.3
All Other Expenses	0.3	0.7	1.7
Total Other Departmental Expenses	7.8	8.8	10.0
Total Departmental Expenses	22.5%	26.1%	30.4%
Net Department Income (Loss)	69.6%	73.9%	77.5%

*All figures are medians or quartiles and do not necessarily add to totals shown.

Exhibit 4
Occupancy and Average Rate*

	1982			1981		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Average Room Rate	$35.84	$49.61	$69.35	$34.13	$45.67	$54.38
Average Room Rate (Per Guest)	$21.69	$28.96	$43.06	$20.18	$26.18	$37.84
Occupancy	56.4%	68.3%	78.1%	61.6%	66.7%	75.5%
Double Occupancy	42.6%	66.0%	92.5%	33.8%	59.0%	80.6%
Productivity Index	$ 2.62	$ 3.30	$ 3.80	$ 2.92	$ 3.32	$ 3.93

*All figures are medians and quartiles and do not necessarily add to totals shown.

Exhibit 5
Food and Beverage Department Income and Expenses
1982 Compared With 1981 and 1980*

	Ratios to Total Food and Beverage Sales		
	1982	1981	1980
Sales			
Food	70.5%	69.9%	70.4%
Beverage	29.8	30.1	30.0
Total	100.0%	100.0%	100.0%
Cost of Sales			
Food**	36.6%	36.4%	37.0%
Beverage***	23.3	23.1	23.0
Total	32.9%	32.2%	33.0%
Gross Profit	67.1%	67.8%	67.0%
Other Income	2.1	1.6	1.4
Gross Profit & Other Income	68.7%	70.3%	68.1%
Departmental Expenses			
Payroll & Related Expenses	35.4%	38.9%	37.4%
Music & Entertainment	2.9	4.2	5.1
China, Glassware, Silver, Linen	1.2	1.3	1.6
Contract Cleaning	0.4	0.4	0.4
Kitchen Fuel	0.6	0.5	0.6
Laundry & Dry Cleaning	0.6	0.8	0.6
Licenses	0.3	0.3	0.2
Operating Supplies	2.5	2.3	2.4
Other Operating Expenses	1.1	1.1	0.7
Uniforms	0.4	0.4	0.3
All Other Expenses	1.5	1.2	1.3
Total Departmental Expenses	52.8%	53.3%	53.0%
Departmental Income	16.7%	17.2%	15.9%

*All amounts are medians and do not necessarily add to totals shown.
**After credit for employees' meals. Food cost shown as a percentage of food sales.
***Beverage cost shown as a percentage of beverage sales.

Exhibit 6
Food and Beverage Statistics—By Selected Criteria*

	Florida			
	Lower Quartile	Median	Upper Quartile	United States
Food Sales—By Facility				
Amount Per Available Room				
Dining Room	$1,865	$2,979	$4,993	$2,343
Room Service	327	573	1,194	333
Banquet	393	1,167	3,861	1,047
Bar/Lounge	83	237	946	112
Total	$2,154	$5,034	$7,119	$3,613
Ratio to Total Food Sales				
Dining Room	54.2%	70.2%	96.5%	66.6%
Room Service	3.9	7.2	12.7	6.1
Banquet	16.5	24.5	35.8	29.3
Bar/Lounge	1.1	4.5	25.6	2.1
Amount Per Seat				
Dining Room	$3,118	$4,593	$6,452	$4,708
Banquet	470	591	1,116	705
Bar/Lounge	56	327	873	217
Total	$1,424	$2,093	$3,056	$1,959
Average Check				
Dining Room	$ 4.61	$ 5.75	$ 9.01	$ 6.30
Room Service	4.54	8.58	9.96	6.85
Banquet	9.75	13.75	21.51	11.41
Total	$ 4.95	$ 7.85	$10.24	$ 6.86
Covers Served Per Seat				
Dining Room	508	697	1,010	643
Banquet	31	97	131	73
Room Service Sales				
Per Occupied Room				
Food	$ 1.52	$ 2.26	$ 5.31	$ 1.45
Beverage	.53	1.35	1.85	.46
Total	$ 1.87	$ 3.33	$ 6.03	$ 1.79
Per Guest				
Food	$ 1.06	$ 1.38	$ 2.16	$ 1.05
Beverage	.22	.59	1.46	.30
Total	$ 1.27	$ 2.00	$ 2.35	$ 1.28

*All figures are medians and do not necessarily add to totals shown.

Comparisons with national medians of selected food and beverage statistics are presented in Exhibit 6. In most cases, both food and beverage sales per available room for Florida properties exceeded those of the total U.S. lodging industry. Total food sales per room topped national figures by more than 39 percent, while total beverage sales were almost 21 percent higher. This trend continued with average check, covers per seat, total revenue per seat and room service sales per occupied room. Room service sales were significantly higher for Florida properties ($3.33 per occupied room and $2 per guest) than for properties throughout the United States as a whole ($1.79 per occupied room and $1.28 per guest).

Exhibit 6 (continued)*

	Florida			
	Lower Quartile	Median	Upper Quartile	United States
Beverage Sales — By Facility				
Amount Per Available Room				
Dining Room	$ 441	$ 828	$1,615	$ 679
Room Service	131	246	413	100
Banquet	205	476	1,025	338
Bar/Lounge	634	1,259	1,855	1,011
Total	$ 711	$2,077	$3,462	$1,718
Ratio to Beverage Sales				
Dining Room	18.5%	28.2%	59.5%	31.9%
Room Service	3.3	7.1	10.1	4.5
Banquet	11.2	20.2	29.8	17.6
Bar/Lounge	34.0	59.3	100.0	65.6
Ratio to Food Sales				
Dining Room	12.7%	19.8%	38.1%	20.0%
Room Service	30.8	39.1	43.5	28.3
Banquet	20.8	26.1	29.9	23.7
Total (Including Bar/Lounge)	37.2%	42.0%	54.5%	41.0%
Amount Per Seat				
Dining Room	$ 614	$ 987	$2,292	$ 693
Banquet	115	143	288	157
Bar/Lounge	1,546	3,166	5,860	2,901
Total	$ 528	$ 842	$1,259	$ 801

*All figures are medians and do not necessarily add to totals shown.

Staffing levels and employee productivity

For every 100 available rooms per property in the state of Florida, 20 employees worked in the rooms department while 30.3 were on the food and beverage staff. The total number of employees per 100 available rooms was 64.4, down 14.4 percent from 75.2 employees in 1981. Half of all respondents reported employing between 41 and 108.3 people for each 100 rooms in their properties.

Total employees per 100 occupied rooms also declined during 1982, to 102.1 compared with 106 in 1981. The only increases came in the rooms and food and beverage departments. Complete detail by department is presented in Exhibit 7.

An important productivity measurement, sales per full-time equivalent (FTE) employee, is shown for the past two years by department in Exhibit 8. Rooms department sales per FTE employee rose $2,963 to $63,945, a 4.9 percent increase from the 1981 level. Telephone sales per FTE employee also rose. As a result, the overall level of sales per FTE employee per

Exhibit 7
Staffing Levels—Full-Time Equivalent Employees*

	Number of Employees Per 100 Available Rooms			Number of Employees Per 100 Occupied Rooms		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Rooms	16.0	20.0	23.2	25.2	31.5	49.0
Food & Beverage	18.8	30.3	51.7	29.3	47.5	77.4
Telephone	0.6	1.3	1.8	1.0	2.1	2.5
Minor Operated Departments	0.9	2.9	9.5	1.4	4.5	13.5
Administrative & General	2.6	4.1	5.4	4.2	6.6	8.7
Marketing—Sales	0.9	1.5	2.0	1.3	2.5	3.1
Marketing—Other	1.0	1.3	3.7	1.5	2.1	5.8
Property Operation & Maintenance	2.4	3.1	4.2	3.5	4.9	7.9
Personnel	0.3	0.5	0.5	0.6	0.7	0.8
House Laundry	1.4	1.7	4.1	2.1	2.6	5.8
Other	1.2	2.5	7.4	1.8	3.8	10.9
Total Full-Time Equivalent Employees	41.0	64.4	108.3	70.0	102.1	144.0

*Based on those supplying detail. All figures are medians or quartiles and do not necessarily add to totals shown.

Exhibit 8
Employee Productivity—Sales Per Full-Time Equivalent Employee—1982 Compared With 1981*

	1982			1981		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Rooms	$50,377	$63,945	$ 81,622	$48,309	$60,982	$111,657
Food & Beverage	16,449	23,036	29,123	19,917	27,004	39,620
Telephone	41,561	59,365	108,504	37,250	57,375	62,188
Minor Operated Departments	5,130	37,145	122,772	**	**	**
Total Sales Per Employee	$29,086	$32,517	$ 40,243	$27,970	$30,348	$ 48,462

*Based on those supplying detail. All figures are medians or quartiles and do not necessarily add to totals shown.
**Insufficient response.

property increased more than 7 percent in 1982, to $32,517.

Payroll and related expenses

As Exhibits 9 and 10 show, all median payroll costs exceeded year-earlier levels. Especially noteworthy were food and beverage cost increases on cost per available room and occupied room bases. As a cost per available room, food and beverage costs rose more than 37 percent, to $2,302. Half of all respondents reported payroll in the food and beverage department between $1,259 and $4,478, also up from 1981 levels. Median total payroll and related expenses per available room rose 21.4 percent from $4,607 in 1981 to $5,593 in 1982.

Close examination of payroll costs per occupied room reveals that food and beverage costs, at $10.09, were $2 or almost 25 percent higher than in 1981. Total costs per occupied room per day were $23.60, a 14.9 percent increase from $20.54 in 1981.

Exhibit 9
Payroll and Related Expenses—Cost Per Available Room*

	Lower Quartile	Median	Upper Quartile
Rooms	$1,508	$1,934	$2,461
Food & Beverage	1,259	2,302	4,478
Telephone	85	159	243
Minor Operated Departments	7	296	504
Administrative & General	446	940	1,498
Marketing	183	355	566
Property Operation & Maintenance	308	400	667
House Laundry	128	247	460
Total Cost Per Available Room	$3,624	$5,593	$9,976

*All figures are medians or quartiles and do not necessarily add to totals shown.

Exhibit 10
Payroll and Related Expenses—Cost Per Occupied Room Per Day*

	Lower Quartile	Median	Upper Quartile
Rooms	$ 6.16	$ 8.12	$11.40
Food & Beverage	5.60	10.09	20.65
Telephone	.31	.66	1.01
Minor Operated Departments	.03	1.13	2.78
Administrative & General	1.86	3.48	6.74
Marketing	.56	1.76	2.51
Property Operation & Maintenance	1.30	1.79	3.04
House Laundry	.56	1.11	1.87
Total Cost Per Occupied Room Per Day	$13.92	$23.60	$49.24

*All figures are medians or quartiles and do not necessarily add to totals shown.

Undistributed operating expenses

Administrative and general expenses

Exhibit 11 presents administrative and general expenses as amounts per available room and as ratios to total sales. The median payroll expenditure rose to $891 per room, or 4.4 percent of total sales. This is an increase of more than 50 percent from 1981 on a per room basis. Credit card commissions also increased noticeably, from $163 in 1981 to $247 in 1982, a rise of 51.5 percent. Total expenses per available room were $1,767, or 8.6 percent of total sales. Corresponding figures for the total United States are presented at the bottom of the exhibit. Properties throughout the state of Florida spent 11.3 percent more than properties throughout the nation as a whole on administrative and general expenses on a per room basis. However, as a ratio to total sales, properties in Florida spent less.

Marketing expenses

Payroll expenditures for the marketing department increased almost 20 percent in 1982, to $355 or 1.6 percent of total sales. Most other expenses did not vary by much compared with 1981, but when looking at all marketing and related expenditures, total costs rose $263 per available room to $944. This figure widens the gap between the state and national figures for total marketing expenses. In 1981, properties in Florida spent only 4 percent more than those in the whole nation on a per room basis, but this gap widened to 21.3 percent in 1982. Complete detail is presented in Exhibit 12.

Energy expenses

All energy expenditures increased in 1982 compared with 1981. Florida properties spent more than those throughout the nation on a per available and occupied room basis, as Exhibit 13 shows. Total energy costs, at $1,111 per available room in 1982, were slightly higher than in 1981. Water expenditures had the single highest increase compared with 1981, with a median cost of $144 per available room and $0.57 per occupied room per day in 1982.

Exhibit 11
Administrative and General Expenses*

	Amounts Per Available Room			Ratios to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Total Payroll & Related Expenses	$ 483	$ 891	$1,478	3.0%	4.4%	6.0%
Other Expenses						
Bad Debts	$ 14	$ 40	$ 95	N	0.2	0.4
Credit Card Commissions	169	247	342	1.0	1.4	1.5
Data Processing Service	27	37	75	0.1	0.2	0.4
Insurance (General)	53	107	156	0.3	0.5	0.7
Licenses & Dues	10	16	27	N	N	0.2
Operating Supplies (Printing, Stationery, Postage, Office Supplies)	50	77	131	0.3	0.4	0.6
Professional Fees	17	62	116	N	0.4	0.6
Security (Detectives, Watchmen Service)	11	48	121	N	0.4	0.8
Travel & Entertainment	18	35	103	N	0.2	0.5
All Other Expenses	92	166	370	0.5	0.9	1.8
Total Expenses (Excluding Payroll)	$ 622	$ 953	$1,436	3.8%	4.9%	6.1%
Total Administrative & General Expenses	$ 970	$1,767	$2,770	7.2%	8.6%	11.3%
Total for United States	$1,130	$1,587	$2,360	7.5%	9.1%	11.5%

*Based on those hotels supplying detail. All figures are medians and quartiles and do not necessarily add to totals shown.
N-Negligible.

Exhibit 12
Marketing Expenses*

	Amounts Per Available Room			Ratios to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Payroll & Related Expenses — Sales	$164	$355	$ 576	1.0%	1.6%	2.0%
Sales — Travel & Entertainment (Including Trade Shows)	13	71	148	0.1	0.3	0.6
Other (Operating Supplies, Postage, etc.)	13	34	94	0.1	0.2	0.4
Advertising						
Print (Newspapers, Magazines)	73	204	481	0.5	1.0	1.5
Radio & TV	28	65	95	0.1	0.3	0.4
Outdoor	23	63	109	0.1	0.4	0.6
Other (Exchange Production Costs)	19	49	230	N	0.2	1.0
Merchandising (In-House Graphics, Other Selling Aids, Point-of-Sale Material)	12	40	125	N	0.2	0.5
Public Relations & Publicity (Excluding Payroll)	20	41	96	N	0.2	0.4
Fees & Commissions						
Franchise Fees	66	210	358	0.2	1.4	1.7
Other (Agency Fees, etc.)	11	47	94	N	0.2	0.3
Other Selling & Promotional Expenses	18	105	298	0.1	0.5	1.2
Total Expenses (Excluding Payroll)	$331	$710	$1,285	2.4%	4.0%	5.7%
Total Marketing Expenses	$527	$944	$1,806	3.5%	5.5%	7.2%
Total for United States	$420	$778	$1,292	2.8%	4.5%	6.3%

*Based on those hotels supplying detail. All figures are medians and quartiles and do not necessarily add to totals shown.
N-Negligible.

Exhibit 13
Energy Expenses — Amounts Per Available Room and Costs Per Occupied Room Per Day*

	Amounts Per Available Room			Cost Per Occupied Room Per Day	
	Lower Quartile	Median	Upper Quartile	Median	Upper Quartile
Electricity	$652	$ 879	$1,099	$2.82	$3.47	$4.96
Fuel	100	129	222	.42	.53	.95
Steam	32	106	263	.16	.62	1.22
Water	88	144	213	.37	.57	.91
Total Energy Expenses	$871	$1,111	$1,438	$3.62	$4.51	$6.53
Total United States	$738	$ 947	$1,280	$3.10	$4.10	$5.66

*Based on those hotels supplying detail. All figures are medians and quartiles and do not necessarily add to totals shown.

Property operation and maintenance

During 1982, the only property operation and maintenance expenses to decrease were painting and decorating and the removal of waste matter. Payroll and electrical and mechanical expenses continue to be the largest departmental outlays. Total costs were $999 per room, or 5.5 percent of total sales, up from $881 in 1981 and $693 in 1980. Complete detail is presented in Exhibit 14.

Fixed expenses

A detailed breakdown of all fixed charges as amounts per available room and as ratios to total sales is presented in Exhibit 15. Median rent expenditures during 1982 totaled $1,475 per room, or 10.1 percent of total sales. Half of all respondents reported these charges to be between $529 and $4,074 per available room. Property taxes dropped 19.4 percent to $391 per available room, while all

Exhibit 14
Property Operation and Maintenance*

	Amounts Per Available Room			Ratios to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Total Payroll & Related Expenses	$315	$409	$ 665	1.9%	2.5%	3.0%
Other Expenses						
Building	$ 28	$ 63	$ 155	0.1%	0.3%	0.7%
Electrical & Mechanical Equipment	111	167	277	0.5	0.8	1.3
Furniture	9	25	65	N	0.1	0.3
Grounds & Landscaping	30	59	125	0.2	0.3	0.6
Operating Supplies	14	43	83	N	0.2	0.4
Painting & Decorating	11	19	61	N	0.1	0.3
Removal of Waste Matter	26	61	111	0.1	0.3	0.5
All Other Expenses (Net of Credits)	51	106	231	0.3	0.5	1.0
Total Other Expenses (Excluding Payroll, etc.)	$400	$593	$ 923	2.6%	3.3%	4.4%
Total Property Operation & Maintenance Expenses	$711	$999	$1,540	4.6%	5.5%	7.1%
Total for United States	$698	$933	$1,365	4.7%	5.6%	7.2%

*Based on those hotels supplying detail. All figures are medians and quartiles and do not necessarily add to totals shown.
N-Negligible.

Exhibit 15
Fixed Expenses

	Amounts Per Available Room			Ratios to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Rent	$ 529	$1,475	$4,074	1.8%	10.1%	25.4%
Property Taxes (Real Estate, Personal Property & Other Municipal Taxes)	240	391	723	1.7	2.5	2.9
Property Insurance	72	101	156	0.3	0.6	0.8
Interest	48	957	2,983	0.4	5.2	14.8
Depreciation & Amortization	834	1,372	1,981	5.0	7.7	11.8
Total Fixed Expenses 1982	$2,287	$3,025	$6,349	12.8%	19.1%	27.8%
Total Fixed Expenses 1981	$2,346	$3,748	$5,524	15.7%	23.7%	31.4%
Increase (Decrease)	—	(19.3)%	—	—	(19.4)%	—

other expenses remained relatively stable compared with 1981. Total fixed charges, as shown, dropped more than 19 percent to $3,025 per available room, or 19.1 percent of total sales.

The current position of a hotel in Florida (how liquid the assets are if an immediate valuation and liquidation becomes necessary) showed strength in 1982 by increasing to $1.08. This means that all short-term debt could be paid off by selling the short-term and readily available assets, with some excess still available. Accounts receivable increased as an amount per room as well as a ratio to total sales.

Food inventory increased 27.3 percent to 28, while beverage turnover remained constant at 7. Complete detail of these and additional balance sheet statistics covering a three-year period are shown in Exhibit 16.

Return on investment

Exhibit 17 presents a three-year trend in return on investment (ROI). The ROI for properties in Florida decreased 3.4 percent in 1982 to 11.3 percent. Comparing the median ROI of properties throughout the entire United States with that of the Florida properties reveals that the latter performed well. In 1981, properties in Florida reported a lower ROI than the nation as a whole. In 1982, median results for the national lodging industry dropped more than 35 percent to 7.6 percent of total sales, only two-thirds those of Florida properties.

Exhibit 16
Balance Sheet Ratios—1982 Compared With 1981 and 1980*

	1982	1981	1980
Current Position	$ 1.08	$0.86	$0.73
Accounts Receivable			
Amount Per Room	$1,168	$ 664	$ 863
Ratio to Total Sales	4.6%	4.3%	5.0%
Number of Times Average Daily Sales	17	16	18
Food Inventory			
Amount Per Room	$ 96	$ 80	$ 73
Annual Turnover	28	22	27
Beverage Inventory			
Amount Per Room	$ 124	$ 77	$ 102
Annual Turnover	7	7	6

*All figures are medians. Accounts receivable and inventory figures are for end of year.

Exhibit 17
Return on Investment*

	1982	1981	1980
Florida—All Hotels Reporting	11.3%	11.7%	7.7%
United States—All Hotels Reporting	7.6	11.8	6.1

*All figures are medians.

Summary

A summary of results for the state of the Florida lodging industry is presented in Exhibit 18 as amounts per available room and as ratios to either departmental sales or total sales. This information can be very helpful in compiling general information and looking at the dispersion of results reported for 1982.

As a reminder, the lower and upper quartiles presented are the boundaries between which 50 percent of all respondents fall. This provides a range of results to use as guidelines or for analyzing trends.

Exhibit 18
Summary Statement of Income and Expenses*

	Amounts Per Available Room			Ratios to Total Sales		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Rooms						
Net Revenue	$9,259	$10,919	$15,738	100.0%	100.0%	100.0%
Departmental Expenses						
Payroll & Related Expenses	$1,549	$ 1,939	$ 2,428	14.4%	16.5%	20.7%
Other	712	1,025	1,314	7.8	8.8	10.0
Total	$2,373	$ 2,970	$ 3,744	22.5%	26.1%	30.4%
Departmental Income	$6,371	$ 8,130	$11,721	69.6%	73.9%	77.5%
Food & Beverage Sales						
Food	$2,154	$ 5,034	$ 7,119	65.2%	70.5%	73.7%
Beverage	711	2,077	3,482	27.1	29.8	36.2
Total	$2,916	$ 6,719	$ 9,863	100.0%	100.0%	100.0%
Cost of Sales						
Food	$ 751	$ 1,727	$ 2,472	33.4%	36.6%	39.5%
Beverage	258	507	824	20.7	23.3	25.9
Total	$ 929	$ 2,202	$ 3,358	29.6%	32.9%	34.8%
Gross Profit	$2,014	$ 4,372	$ 6,955	65.2%	67.1%	70.4%
Public Room Sales	$ 24	$ 54	$ 147	0.4%	1.2%	2.2%
Other Income	$ 43	$ 165	$ 289	1.1%	2.1%	3.4%
Gross Profit & Other Income	$2,036	$ 4,513	$ 7,685	66.4%	68.7%	72.2%
Departmental Expenses						
Payroll & Related Expenses	$1,259	$ 2,358	$ 4,478	35.4%	39.3%	46.3%
Other	365	846	1,225	9.7	12.3	15.0
Total	$1,716	$ 3,163	$ 5,501	46.2%	52.7%	61.7%
Departmental Income	$ 334	$ 615	$ 2,160	6.7%	16.7%	22.1%
Minor Operated Departments & Other Income (Net)	$ 12	$ 81	$ 233	N	0.5%	1.1%
Telephone Departmental Income	$ (189)	$ (73)	$8	(0.8)%	(0.4)%	0.0%
Rentals & Other Income	$ 102	$ 277	$ 448	0.6%	1.3%	2.0%
Gross Income	$7,041	$ 9,636	$13,703	48.0%	55.4%	59.9%
Undistributed Operating Expenses						
Administrative & General Expenses						
Payroll & Related Expenses	$ 483	$ 891	$ 1,478	3.0%	4.4%	6.0%
Other	622	953	1,436	3.8	4.9	6.1
Total	$ 970	$ 1,767	$ 2,770	7.2%	8.6%	11.3%
Marketing	527	944	1,306	3.5	5.5	7.2
Energy Costs	871	1,111	1,438	4.7	6.2	7.3
Property Operation & Maintenance	711	999	1,540	4.6	5.5	7.1
Total Undistributed Expenses	$3,178	$ 5,228	$ 7,715	21.5%	26.2%	30.9%
Income Before Management Fees	$2,931	$ 4,993	$ 7,297	19.8%	27.2%	36.3%
Management Fees	$ 378	$ 512	$ 800	2.3%	3.0%	4.8%
Income Before Fixed Charges	$2,918	$ 4,993	$ 7,162	18.0%	26.2%	35.2%
Total Fixed Charges	$2,287	$ 3,025	$ 6,349	10.3%	19.7%	28.9%
Income Before Income Tax	$ (418)	$ 1,520	$ 2,985	(3.0)%	5.1%	20.8%

*All amounts are medians and quartiles and do not necessarily add to totals shown. All ratios are based on total sales except those of the rooms and food and beverage departments. Cost of sales is shown as a percentage of the corresponding sales. Food and beverage departmental expense ratios are based on the combined food and beverage sales.

Bases and Significance of Lodging Statistics

Number of rooms

The number of rooms used in several computations is the total number of rooms available for guest rental during the year. All rooms used for management, employees and storerooms are not included in these totals.

Room occupancy

The percentage of room occupancy is computed by dividing the total number of rooms occupied by the total number of rooms available for occupancy throughout the year. Seasonal fluctuations are thus removed, allowing properties in various locations to be compared for the same period. Seasonal variations can be seen when analyzed on a monthly basis, such as in the *National Trend of Business in the Lodging Industry.*

Average room rate

The average room rate is computed by dividing rooms revenue, net of all allowances, by the total number of rooms occupied. Affecting this rate is the percentage of double occupancy associated with each property. Double occupancy is the percentage of rented rooms occupied by two or more persons. As the double occupancy increases, the room rate also should rise, since lodging facilities customarily charge a fee for each additional person occupying the guest room.

Comparison of operating results

Due to the current uncertainties surrounding financing methods, operators of lodging establishments may lease all or part of their assets. Because of high construction and interest costs, many operators have turned to creative financing techniques. Fixed costs may differ significantly for operators who lease their assets compared with those who own theirs. It is difficult to compare those operations with high depreciation and interest charges with those that are not required to pay any of those fees. To alleviate any possible difficulties in comparison, it is recommended that the reader analyze results before fixed charges are deducted.

Means, medians and quartiles

Most of the figures in this lodging survey are given as medians and quartiles rather than means. The median and upper and lower quartiles are calculated by first arraying all the numbers in the order of the lowest to the highest figure. The number that falls in the middle of the list is the median. The figure halfway between the lowest number and the median is the lower quartile, while the figure halfway between the median and the highest number is the upper quartile. To arrive at an arithmetic mean, divide the sum of the values by the number of items used. Table 1 illustrates the difference between the two.

The inclusion of a unit with high sales per occupied room may bring about a mean that is not as representative of the group as the median.

Productivity index

The productivity index measures employee productivity in terms of the total revenue received for each dollar spent on payroll expenses. It is computed by dividing total revenue by total payroll and related expenses.

Inventory turnover

Gross cost before deducting employees' meals divided by the average of the opening and ending inventories.

Explanation of Terms

Room sales

Guest room revenue from accommodations on a part-day, full-day or longer period basis, net of any rebates and discounts.

Rentals and other income

Rental income from stores, offices, clubs and other spaces not classified as concessions used for business purposes. Also includes revenue from concessions, income from vending machine operations, commissions (including pay stations) and interest earned.

Restaurant

Cost (Food)—Cost of food sold, after deduction of the cost of employees' meals.

Cost (Beverage)—Cost of beverages sold, after deduction of the cost of employees' beverages.

Payroll—Stewards, chefs, cooks, waitress and busboys, dishwashers, butchers, vegetable cleaners, bakers, pantry help, etc.; wine stewards and bartenders; stock clerks, storekeepers, cost clerks, checkers and cashiers.

Table 1

	Room Sales	Occupied Rooms	Room Sales Per Occupied Room
Hotel A	$ 800,000	42,600	$ 18.78
Hotel B	1,200,000	56,550	21.22
Hotel C	1,450,000	58,750	24.68
Hotel D	1,875,000	61,725	30.38
Hotel E	2,225,000	66,500	33.46
Total	$7,550,000	286,125	$128.52
Median			$ 24.68
Mean	($128.52/5)		$ 25.70

Income, Departmental—Total restaurant sales and other restaurant income less total cost of food and beverages consumed, payroll and related expenses and other direct restaurant expenses.

Sales, Total Restaurant (Food and Beverage)—Gross sales of food and beverages less allowances. Cover charges and other miscellaneous restaurant income are not included.

Management fees

Fees charged by a management organization for management service or supervision should be charged to this account.

Income before fixed charges

For purposes of this study, income before fixed charges is defined as total departmental revenue from all sources (rooms, telephone, food and beverage department income, minor operated departments income, store rentals and other income) less all departmental and undistributed operating expenses. This is the income from all operations before deducting rent, property taxes, property insurance, interest, depreciation and income taxes.

Further explanation may be found in *Uniform System of Accounts for Hotels*.

Analyze Your Operation

Periodic analysis of the financial performance of your lodging establishment may provide early warning signs of potential problems. Examination on a regular basis could reveal undesirable trends and provide the opportunity for corrective action. The worksheet on the next page is designed to provide a quick analysis of key items to reveal problem areas.

Follow these simple instructions for completing the worksheet:

1. Enter your figures in the first column.
2. Select from the tables or text the appropriate medians or quartiles for comparison.
3. If the variance is greater than plus or minus 10 percent, further analysis should be made to determine the reason for that variance.

Worksheet

Amount Per Available Room	Your Figures	Medians From *Florida Lodging Industry* Report		
Sales				
Rooms	$			
Food	$			
Beverage	$			
Other Departments	$			
Total	$			
Payroll and Related Expenses	$			
Undistributed Expenses (Excluding Payroll)				
Administrative & General	$			
Marketing	$			
Energy Costs	$			
Property Operation & Maintenance	$			
Income Before Management Fees & Fixed Charges	$			
Management Fees	$			
Income Before Fixed Charges	$			
Fixed Charges	$			
Rent	$			
Property Taxes	$			
Insurance	$			
Interest	$			
Depreciation	$			
Total	$			
Net Income Before Income Tax	$			

Supplemental Operating Information

General Statistics				
Occupancy	%	%	%	%
Double Occupancy	%	%	%	%
Average Rate Per Occupied Room	$	$	$	$
Income Before Fixed Charges				
Ratio to				
Room Sales	%	%	%	%
Total Sales	%	%	%	%
Cost of Food Sales (After Credit For Employee Meals)	%	%	%	%
Cost of Beverage Sales	%	%	%	%
Balance Sheet Ratios				
Current Position	times	times	times	times
Accounts Receivable—Ratio to Total Sales	%	%	%	%
Inventory Turnover				
Food	times	times	times	times
Beverage	times	times	times	times

Laventhol & Horwath

Certified Public Accountants

Executive Offices: 1845 Walnut Street, Philadelphia, PA 19103
215-299-1600 Telex: 83-1396 HORWINTAS PHA

Alaska
310 K St., Suite 400
Anchorage, Alaska 99501
907-276-5811

Arizona
1314 N. Third St., Suite 100
Phoenix, Ariz. 85004
602-252-0920

5151 E. Broadway, Suite 1200
Tucson, Ariz. 85711
602-790-2255

California
695 Town Center, Suite 310
Costa Mesa, Calif. 92626
714-556-4244

3699 Wilshire Blvd.
Los Angeles, Calif. 90010
213-381-5393
Telex: 4992753 HORWINTAS LSA

2570 El Camino Real, Suite 310
Mountain View, Calif. 94040
415-941-3537

1200 Third Ave., Suite 1424
San Diego, Calif. 92101
619-236-1188

50 California St., Suite 2450
San Francisco, Calif. 94111
415-989-0110

Colorado
1800 Emerson St.
Denver, Colo. 80218
303-361-2500

Connecticut
Park City Plaza
10 Middle St.
Bridgeport, Conn. 06604
203-333-5133

District of Columbia
1901 L St., N.W.
Washington, D.C. 20036
202-463-0700
Telex: 62100620 HORWINTAS

2115 E. Jefferson St.
Rockville, Md. 20852
301-468-0888

Florida
201 Alhambra Circle
Coral Gables, Fla. 33134
305-442-2000
Telex: 2648?2 LH MIAUR

Barnett Plaza, Suite 1010
201 S. Orange Ave.
Orlando, Fla. 32801
305-843-9?40

One Tampa City Center
201 N. Franklin St., Suite 2900
Tampa, Fla. 33602
813-228-7555

Royal Trust Bldg., Suite 1100
1645 Palm Beach Lakes Blvd.
West Palm Beach, Fla. 33401
305-689-6600

Georgia
225 Peachtree St., N.E.
Suite 2300, South Tower
Atlanta, Ga. 30303
404-581-0100

Illinois
P.O. Box 2618
1116 W. Main St.
Carbondale, Ill. 62901
618-457-8158

300 S. Riverside Plaza
Chicago, Ill. 60606
312-648-0555

Marriott Commerce Bldg.
509 S. 6th St.
Springfield, Ill. 62701
217-544-8955

Indiana
8900 Keystone Crossing,
Suite 305
Indianapolis, Ind. 46240
317-848-7133

Massachusetts
Two Center Plaza
Boston, Mass. 02108
617-742-6100
Telex: 940899 LAV HOR BSN

Michigan
26400 Lahser Rd., Suite 200
Southfield, Mich. 48034
313-354-6000

Minnesota
100 Washington Square,
Suite 1650
Minneapolis, Minn. 55401
612-332-5500

Missouri
1100 CharterBank Center
920 Main St.
Kansas City, Mo. 64105
816-221-6500
Telex: 750189 LAVENTHOL UD

Ten Broadway, Suite 1000
St. Louis, Mo. 63102
314-421-1710

Nevada
Valley Bank Center, 7th Floor
101 Convention Center Dr.
Las Vegas, Nev. 89109
702-737-5533

New Jersey
Turnpike Plaza Bldg.
197 Highway 18
East Brunswick, N.J. 08816
201-257-6000

New York
445 Broad Hollow Rd.
Melville, N.Y. 11747
516-694-0530

919 Third Ave.
New York, N.Y. 10022
212-980-3100
Telex: 236501 LNH UR

North Carolina
One NCNB Plaza,
Suite 3420
Charlotte, N.C. 28280
704-377-0220

Ohio
National City Center
1900 E. 9th St.
Cleveland, Ohio 44114
216-696-4770

88 E. Broad St., Suite 980
Columbus, Ohio 43215
614-221-9494

1500 N. Main St.
Niles, Ohio 44446
216-369-5140

Oregon
1850 Georgia Pacific Bldg.
900 S.W. Fifth Ave.
Portland, Ore. 97204
503-221-0141

Pennsylvania
The G.S.B. Bldg.
Bala Cynwyd, Pa. 19004
215-839-4500

P.O. Box 1865
Harrisburg, Pa. 17105
717-761-7171

1845 Walnut St.
Philadelphia, Pa. 19103
215-299-1700
Telex: 83-1396 HORWINTAS PHA

15 S. Franklin St.
Wilkes-Barre, Pa. 18701
717-822-1174

Puerto Rico
1701 Banco Popular Center
Hato Rey, P.R. 00918
809-765-5580

Rhode Island
40 Westminster St.
Providence, R.I. 02903
401-421-4800

Texas
2121 San Jacinto St.,
Suite 1700
Dallas, Tex. 75201
214-754-7100
Telex: 730903 HORWINTAS DAL

333 Clay St.,
Suite 1100
Houston, Tex. 77002
713-658-1071

Washington
Metropolitan Park
1100 Olive Way
Seattle, Wash. 98101
206-621-1900

HORWATH & HORWATH INTERNATIONAL

Headquarters: 919 Third Avenue, New York, NY 10022
212-980-3100 Telex: 236501 LNH UR
(Partner and correspondent firms in these countries)

Aden
Andorra
Argentina
Australia
Austria
Bahamas
Bahrain
Bhutan
Bolivia
Brazil
Cameroon
Canada
Channel Islands
Chile
Colombia
Cyprus
Denmark
Dominican Republic
Egypt
El Salvador
Ethiopia
Finland
France
Germany
Greece
Hong Kong
Iceland
India
Indonesia
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Kenya
Korea
Kuwait
Libya
Luxembourg
Malaysia
Mexico
Monaco
Nepal
Netherlands
New Zealand
Nigeria
Norway
Oman
Panama
Peru
Portugal
Qatar
Saudi Arabia
Singapore
South Africa
Spain
Sweden
Switzerland
Syria
Taiwan
Thailand
Tunisia
United Arab Emirates
United Kingdom
Uruguay
Venezuela
Yemen
Zimbabwe

1984

FLORIDA

Lodging

INDUSTRY

Laventhol & Horwath
Certified Public Accountants

1984 Edition

9TH ANNUAL REPORT ON HOTEL OPERATIONS

FLORIDA LODGING INDUSTRY

2 The Florida Lodging Industry—1984

3 Comments From Around the State

8 The Florida Lodging Industry Study—1984

9 The Florida Lodging Industry Dollar

25 Bases and Significance of Lodging Statistics

26 Explanation of Terms

26 Analyze Your Operation

© 1984

Laventhol & Horwath

Certified Public Accountants

201 Alhambra Circle
Coral Gables, Florida 33134
(305) 442-2000
Telex: 264822 LH MIAUR

Barnett Plaza, Suite 1010
201 S. Orange Avenue
Orlando, Florida 32801
(305) 843-9240

One Tampa City Center
201 N. Franklin Street
Suite 2900
Tampa, Florida 33602
(813) 228-7555

Royal Trust Building
1645 Palm Beach Lakes Blvd.
Suite 1100
West Palm Beach, Florida 33401
(305) 689-6600

$35 per copy

THE FLORIDA LODGING INDUSTRY—1984

Introduction

This ninth edition of financial and operating statistics on Florida lodging operations continues to provide operators and suppliers with an understanding of the trends in their sector. All information contained in this report has been extracted from the contributing sample for the 1984 edition of Laventhol & Horwath's *U.S. Lodging Industry*.

Monthly operating results are shown in Chart 1 in year-to-date results as of June 1984. All of these results are taken from L&H's monthly *Trends* for Central Florida, Daytona Beach, Tampa Bay, South Florida and Sarasota/Bradenton.

The comments from L&H consultants throughout Florida, beginning on the next page, give additional information on the status of the state's lodging industry.

Chart 1
Florida Year-to-Date Trend Report (as of June 1984)

	Room Sales Per Occupied Room		Room Sales Per Guest		Occupancy Rate		Double Occupancy Percent	
	1984	1983	1984	1983	1984	1983	1984	1983
Greater Orlando	$49.33	$44.37	$22.85	$20.08	76.9	86.9	127.7	130.4
Circus World	$34.86	$35.44	$13.93	$12.96	76.6	88.8	148.4	160.8
U.S. Highway 192	52.11	46.49	20.29	18.39	78.1	93.1	156.5	155.2
Kissimmee	38.13	39.68	16.00	15.89	66.2	71.5	146.6	154.6
Exit 65	32.97	30.69	15.84	14.74	66.3	88.0	113.0	103.1
Lake Buena Vista	92.41	81.43	36.64	31.26	85.0	82.3	151.9	159.8
Florida Center/ International Drive	46.07	41.52	20.99	18.30	77.2	87.4	120.3	125.3
Airport/South Orange Blossom Trail	38.49	37.11	18.63	18.21	79.2	87.6	106.9	105.8
Orlando Central Business District	39.95	37.32	26.17	25.20	73.4	77.4	58.2	52.4
Altamonte Springs/ Lee Road	41.34	37.43	26.67	22.10	74.8	76.6	52.6	67.2
Sanford	28.53	26.62	*	*	92.1	90.6	*	*
Daytona Beach	$48.90	$44.74	$25.45	$23.32	72.7	74.7	102.3	101.5
Tampa Bay	$51.05	$47.99	$30.22	$27.70	68.5	68.9	71.4	76.2
North Tampa	$38.75	$38.82	$23.64	$20.84	60.5	60.1	72.2	92.7
Airport/Westshore	48.18	46.17	36.96	35.45	71.4	67.3	31.4	32.7
Downtown Tampa	44.11	42.44	28.04	25.81	62.2	59.3	59.1	67.2
East Tampa	37.92	34.93	27.39	24.86	67.9	70.0	42.6	42.0
St. Petersburg Beach/ Treasure Island	60.51	55.65	26.42	23.58	69.1	73.2	111.8	117.9
Clearwater Beach	67.68	61.01	34.33	30.82	76.8	81.4	96.6	98.6
Other Pinellas County	50.39	46.38	25.79	24.34	65.6	69.7	110.8	106.6
South Florida	$76.64	$74.02	$48.96	$48.11	67.5	64.3	62.6	59.1
West Palm Beach	$81.34	$74.78	$52.42	$46.97	77.0	76.7	56.7	61.0
Fort Lauderdale	83.33	78.25	51.37	48.74	70.6	64.2	68.2	66.1
Miami Beach	75.66	75.12	50.69	51.86	57.2	56.0	68.3	62.3
Downtown Miami	56.53	60.17	33.68	38.25	59.6	56.5	68.4	56.2
Miami International Airport	68.16	66.88	49.60	50.28	72.4	72.2	42.6	37.8
Other	100.93	102.06	61.32	61.71	75.1	72.2	77.6	80.9
Sarasota/Bradenton	$68.15	$61.26	$31.89	$29.29	68.1	70.2	89.6	85.2
Highway	$42.35	$40.49	$21.74	$21.87	64.3	66.6	87.4	79.8
Beach/Convention	88.88	78.77	42.32	37.78	71.4	73.6	92.0	91.9

*Insufficient response

COMMENTS FROM AROUND THE STATE

From Daytona Beach

The Greater Daytona Beach lodging market consists of two primary sectors—the beachfront area and along U.S. 92 near I-95.

Area occupancy in 1984 for beachfront hotels was approximately 67 percent, an increase of nearly 2 percent compared with 1982. The average room rate for 1984 was approximately $40.50, a 7 percent increase over 1982. Area occupancy for properties along U.S. 92 was approximately 58 percent, an increase of 4 percent compared with 1982, and the average room rate was nearly $40, a 9 percent increase over 1982. Year-to-date occupancies for beachfront hotels (through July 1984) decreased 3 percent to 74 percent compared with the same period the previous year. The average room rate has increased more than $2 during the same period. Area occupancies of properties along U.S. 92 have decreased approximately 5 percent with a year-to-date increase in average rate of nearly $4.

In 1984, hotels in both market sectors benefited from attendance at Epcot Center/Disney World, located approximately 50 miles southwest in Orlando. Daytona Beach became a convenient alternative for tourists who either could not secure lodging at or near Disney World, or who preferred to stay at the beach and make the short one-hour drive to the Orlando attractions.

Daytona Beach continues to be a favorite vacation area for families and college students, primarily during the spring and summer months, despite heavy competition for these markets from South Florida destinations such as Fort Lauderdale. The strength of this continued demand, coupled with the fact that no hotels have been built in Daytona Beach for nearly 10 years, has kept area occupancies at relatively strong and stable levels.

Change is inevitable and the next few years will bring several new developments to the Daytona Beach area, including the following projects:

- The new Ocean Center convention/civic center, currently under construction and scheduled for opening in late 1985. Located along State Road A1A in Daytona Beach, it will attract a variety of groups and visitors to the area for conventions, trade shows and concerts.
- A proposed 400-room chain-affiliated "headquarters" hotel for the new civic center, to be located along the beach in what is now the Boardwalk district.
- A proposed 240-room Radisson hotel located along the beach just south of Daytona Beach in Daytona Shores.

These facilities should stimulate an increase in activity in the entire area, which in turn will benefit the lodging industry in Daytona Beach in future years.

Tom Huegel
Larry W. Cleek
Tampa

From Gainesville

Within the greater Gainesville area, there are two major lodging sectors: U.S. Highway 441/Downtown and along Interstate 75 in the western part of Gainesville. The average occupancy in 1983 was approximately 71 percent, and the average room rate was approximately $34.20. This represents an increase in occupied rooms of approximately 8 percent and an increase in average rates of about 7 percent compared with 1982.

The majority of demand in the U.S. Highway 441/Downtown sector is generated by the University of Florida, Shands Training Hospital and the Veterans Administration Hospital. Hotels along Interstate 75 rely primarily on demand from transient tourist and commercial travelers.

A 115-room Knights Inn, located at the junction of Archer Road and Interstate 75, opened in March 1983. A 122-room Motel 6 at the same junction opened in May 1984. The University Center Hotel, located on Archer Road adjacent to Shands Hospital, is expected to open in January 1985.

Will Freydberg
Larry W. Cleek
Tampa

From Jacksonville

The greater Jacksonville lodging industry comprises six sectors: Jacksonville International Airport; Downtown Central Business District; Interstate 10/West Jacksonville; Interstate 95/South Jacksonville; Orange Park and the Jacksonville Beaches area.

In 1983, the average area occupancy and room rate were estimated at approximately 67 percent and $38, respectively. This represented a slight increase in occupancy compared with 1982 and an approximate 9 percent increase in the average room rate.

Lodging properties in the I-95/South Jacksonville area continue to achieve the strongest occupancies as commercial and industrial activity grows in developments such as Southpoint and Baymeadows Business Park. As a result, there have been several additions to supply in this area, including the 250-room Holiday Inn-Baymeadows (opened in February 1984) and a 37-room expansion to the 60-room Inn at Baymeadows. Several other planned additions are expected to occur during 1985 and 1986.

Moderate growth in hotel room night demand is expected to continue as the Jacksonville market grows and diversifies.

R. Gary Renfrow
Larry W. Cleek
Tampa

From Melbourne

Known as the "Technology Capital of the Southeast," Melbourne experienced a healthy occupancy increase of 13.8 percent to 66 percent in 1983. There are

approximately 700 upscale rooms available in Melbourne with a large part of demand generated by high-technology industry. There are 52 high-technology employers in the Melbourne area including the Harris Corporation, which provides approximately 10,000 manufacturing jobs. Other commercial developments include the recent completion of the 1 million-square-foot Melbourne Square Mall; the Rialto Place, a mixed-use project with 250,000 square feet of space including a 230-room Hilton; and 2.1 million square feet of additional commercial developments.

New hotel development includes:

- A 230-room Hilton, part of a mixed-use project located adjacent to the Melbourne Regional Airport.
- A 120-room Hilton, one of two hotels on the beach.
- A 150-room Holiday Inn-Palm Bay, located near the Florida Institute of Technology campus in South Melbourne.
- An 88-room Brock Residence Inn to be built on the fringe of the Melbourne Square Mall near the airport.

Continued economic growth is projected at a more moderate rate through 1984 for the Melbourne area. However, the growing and diversifying economy is expected to support continued lodging development and growth in demand during the next several years.

Jay K. Doolittle
Larry W. Cleek
Tampa

From Ocala

Lodging facilities in the Ocala area are concentrated in three market sectors: Interstate 75, Central Ocala/Downtown and Silver Springs. The majority of room night demand in the Ocala area is generated by the Interstate 75 properties that cater to commercial travelers and transient tourists. The average area occupancy in 1983 was approximatey 64 percent, and the average room rate was approximately $29. This represents a slight decrease in occupancy and less than 5 percent increase in average room rates compared with 1982.

Historically, Ocala hotels have accommodated significant overflow tourist room night demand generated by Walt Disney World/Epcot and other Orlando tourist attractions. Overflow demand has started to decrease in the past year due to recent room additions in the Orlando area. "Major event" weekends such as horse sales and shows and University of Florida football games are a significant source of destination tourist room night demand. The majority of tourist room nights are accommodated during the season months from mid-January through the end of April. Commercial demand is expected to increase at greater than historic levels due to increased commercial activity, particularly in the rapidly-developing State Road 200 corridor.

A 150-room Hilton Inn is projected to open in July 1986 at the State Road 200/Interstate 75 interchange. Also, a 100-room addition to this hotel is planned for the future. Several other hotel projects planned for the Ocala area are currently uncertain. A 140-unit upscale all-suite hotel is proposed for a development near Paddock Mall on the State Road 200 corridor, and a 320-room upscale resort hotel is proposed as a component of the Golden Ocala development, planned for U.S. Highway 27, three miles west of Ocala.

Jane Morgan
Larry W. Cleek
Tampa

From Orlando

The greater Orlando market area continues to be the fastest growing, most dynamic lodging market area in the state of Florida. During 1983 and the first six months of 1984, over 10,500 new hotel rooms were added to the 1982 base of 34,000 available rooms with an additional 16,800 rooms either currently under construction or planned to open by 1988. This tremendous growth is in response to the increased tourist, convention and commercial activity spawned by such developments as Walt Disney World's Epcot Center, the Orange County Convention/Civic Center and major commercial development in the greater Orlando area. Attendance at Walt Disney World exceeded 22 million for fiscal year 1983, representing a 78 percent increase over fiscal year 1982 attendance. The impact of this increase overwhelmed Orlando area lodging facilities throughout 1983.

The greater Orlando area's 1983 occupancy level was 81 percent, which represented a 14 percent increase compared with 1982. The average room rate in 1983 was $43.65, a 10.2 percent increase compared with 1982. Year-to-date occupancies for the first seven months of 1984, however, were 77 percent compared with 86 percent in 1983, an 11.7 percent decrease. This is primarily due to the substantial increase in room supply during 1984. The average room rate for the first seven months of 1984 was $49.65, a 9.3 percent increase compared with the same period in 1983.

New hotel development activity, which is expected to outpace growth in room night demand slightly over the next several years, is concentrated in these areas:

- Altamonte Springs/Lee Road. Approximately 1,200 rooms are expected to open during 1985–1987. These include the 400-room Sheraton-Maitland Center, a 325-room Hilton near the Altamonte Springs Mall and a 206-unit Granada Royale Hometel on State Road 436.
- Orlando Central Business District. Over 1,800 new rooms are planned to open by late 1987. Two of the major projects are a 350-room Radisson Hotel and a 267-room Omni Hotel.
- Florida Center/International Drive. Plans for Plaza International (the development surrounding the new convention center) include 5,000 to 8,000 hotel rooms to be built by 1990. Almost 6,400 rooms are currently under construction or announced for the Florida Center/International Drive market sector. New hotels in this market sector include a 176-unit Brock Residence Inn (opened July 1984), the 246-unit Orlando Plaza Suite Hotel (November 1984) and the 200-room Floridian Hotel (opened September 1984). Planned additions to this market and their tentative dates for opening include the 300-room Viscount Hotel (July 1985), the 782-room Wyndham Hotel at Sea World (January 1985) and a 245-unit Granada Royale (October 1985).
- Lake Buena Vista area. About 4,000 new rooms are expected to open by 1987, including the 1,503-room Marriott World Center (July 1986) and a 1,500-room Sheraton Hotel (January 1987).
- U.S. Highway 192/Kissimmee area. Approximately 2,900 rooms are currently under construction or planned for this tourist-oriented market sector. Some of the new major projects include a 578-room Radisson Hotel (opened August 1984), the 443-room Wilson World Hotel (opened September 1984) and a 403-room Best Western Inn.

● Airport/South Orange Blossom Trail area. The 500-room Lee Vista Marriott and the 289-room Holiday Inn-Lee Vista both opened in early 1984 near the Orlando International Airport. A 500-room Holiday Inn-Crowne Plaza has been announced as part of the 1.4 million-square-foot Florida Mall project and is expected to open in 1986.

Overall, the Orlando lodging industry appears to be healthy, even with the substantial increase in room supply during 1983 and 1984. The projected year-end occupancy and average room rate for 1984 is approximately 70 percent and $48, respectively.

From 1985 to 1987, market area occupancies should drop to the low-to-mid 60s percentile range as the bulk of new rooms becomes available. Absorption of these additions is anticipated by 1988.

R. Gary Renfrow
Larry W. Cleek
Tampa

From the Panhandle

The lodging industry across the entire Gulf Coast of Florida's Panhandle has experienced significant growth during the past several years. Areas such as Destin and Fort Walton Beach have experienced a tremendous amount of development, primarily in the form of investment condominiums, which have sprung up on almost every available beach-front acre along the 10-mile stretch of U.S. 98 between these two communities. The development is indicative of the increasing interest in the Panhandle's coastal area as an alternative to South Florida's vacation destinations. The area has always been attractive to regions that lie within a day's drive: Louisiana, Mississippi, Alabama and Texas. Although the bulk of demand still originates from these states, interest in what is called the "Emerald Coast" is spreading further north and west.

The hotel industry along the coast remains strong despite the increase in transient rental condominiums. During 1983, the average area occupancy was approximately 57 percent, an increase of nearly 6 percent over 1982. The average room rate in the area was approximately $59, an increase of just over $1 compared with 1982. So far, 1984 appears to be another good year for area hotels with both occupancies and average room rates above 1983 levels.

The growth of the group meeting market in the Emerald Coast has paralleled the development of meeting-oriented hotels and resorts. Because of the high cost of financing resorts, developers have turned to creative financing methods. The rapid sellout of the 400-room Sandestin Hilton and 175-room Bayside Hotel at Sandestin as condominium hotel securities illustrates the strong interest by both developers and investors in the Panhandle's lodging industry.

The outlook for lodging development in the upcoming year is strong. New resort communities with different types of lodging accommodations are in various stages of planning and development. Competition for both the tourist and group markets is becoming more severe. Most existing properties and virtually all new hotel and resort developments are adding and/or planning meeting facilities and a diversified amenity package to market themselves more effectively.

The Emerald's Coast's quality beaches and diversity of lodging facilities should continue to spur development of transient accommodations and resort communities in the next several years.

Tom Huegel
Larry W. Cleek
Tampa

From Pensacola

Lodging facilities in Pensacola are concentrated in three areas: Pensacola Beach, downtown Pensacola and the University Square Mall/Interstate 10 area in northern Pensacola.

Area occupancy for greater Pensacola was approximately 67 percent in 1983, a 12.5 percent increase compared with 1981. Average room rates increased approximately 4 percent to $39.15 during the same period.

The majority of demand in Pensacola Beach comes from destination tourists. Downtown and University Mall/Interstate 10 hotels rely primarily on demand generated by the naval air station in western Pensacola, commercial travelers and transient tourists.

New hotel development in the greater Pensacola market area includes:

● A 212-room Hilton Hotel, located in downtown Pensacola opened in June 1984. This property is currently considered Pensacola's premier first-class property.

● A 60-room Executive Inn, located on State Road 29 south of Interstate 10, opened in August 1984.

● A 120-room Comfort Inn, located on State Road 29 south of Interstate 10, opened in November 1983.

● An 80-room EconoLodge, located in the University Square Mall area, opened in August 1983.

● A 130-room La Quinta, located at the intersection of Interstate 10 and State Road 29, is expected to open in late 1984 as a limited-services hotel.

Several other projects have been proposed for the greater Pensacola market area:

● A 120-room Hampton Inn to be located in the University Square Mall area.

● A renovation of the historic San Carlos Hotel into a 300-room first-class hotel.

● A 200-room expansion to the Holiday Inn-Pensacola Beach.

The major new development in the Pensacola area is the $21-million Escambia County Civic Center. This 10,000-fixed-seat arena, with approximately 13,000 square feet of meeting space, is currently under construction in downtown Pensacola with an expected completion date of February 1985.

Will Freydberg
Larry W. Cleek
Tampa

From South Florida

During 1983, South Florida lodging facilities achieved an average annual occupancy rate of 57.7 percent and an average room rate of $64.46. This represented a 0.3 percent decline in occupancy and a slight decrease of 0.1 percent in room rate compared with 1982 lodging statistics. For the first six months of 1984, South Florida's composite occupancy rate was 67.5 percent, while the average room rate was $76.64, representing increases over 1983 of 5 and 3.5 percent, respectively. According to area hoteliers and our own market research, the outlook for the remainder of 1984 is favorable, with 1984's composite occupancy level projected at 60 percent despite the increase of over 3,000 available units in the marketplace since January 1983.

Palm Beach: Palm Beach properties reported a 65.1 percent occupancy level for 1983, representing a 9.4 percent increase over the 59.5 percent composite occupancy rate for 1982.

The construction and expansion of several high-technology companies are expected to strengthen the commercial market demand base in the West Palm Beach area. This was one of the many factors that encouraged the forming of the new Palm Beach County Tourist Development Council. The Council will market the area toward the social and transient travel segments in order to increase demand during the shoulder and summer seasons, as well as to increase visibility for the area.

Several new developments occurred in the West Palm Beach area in 1984. The new Royce Hotel, located near West Palm Beach Airport, opened in January 1984. The conversion of the Palm Beach Hotel into a Radisson Hotel and the opening of the 250-room Airport Hilton are expected to enter the marketplace in late 1984.

Palm Beach is increasing its efforts to capture demand from the commercial segment as well as to expand already established markets. This might stimulate interest in new hotel development.

Fort Lauderdale: Fort Lauderdale registered a 56.8 percent occupancy level in 1983 while totaling an average room rate of $66.40. This area has also shown substantial increases in occupancy through the second quarter of 1984, and this trend is projected to continue through the end of the year. In 1985, although demand will still have increased, occupancies may show a decline due to the opening of the 648-room Marriott Harbor Beach in late 1984. Several other planned hotel developments are expected to open in 1986 and 1987.

Dade County: Occupancy rates throughout Dade County increased in 1983 and have continued to rise during the first six months of 1984. Despite the fact that several new properties have opened since early 1983 and there are plans to open several others in 1985, demand is expected to show growth throughout the next few years.

In the Miami International Airport area, the addition of new lodging facilities has caused many airport properties to lower room rates in response to the heightened competition. These additions have affected the market, with area properties registering an occupancy level of 63.9 percent and an average room rate of $55.77 for 1983. Although overall lodging demand in the area has increased, airport hoteliers do not expect the additional rooms to be absorbed completely until mid-1985.

Downtown Miami experienced the addition of over 1,000 rooms to the marketplace since the beginning of 1983. In contrast to the Airport sector, these rooms have been almost completely absorbed as occupancy levels increased 4 percent to a composite occupancy rate of 51.6 percent for 1983. Demand levels have continued to increase during the first two quarters of 1984. Hoteliers in downtown Miami feel that demand will continue to rise through the remainder of 1984 and into 1985; however, rate increases are not expected.

Although occupancy levels in Miami Beach decreased 6.8 percent in 1983, the first half of 1984 has shown that occupancy is slightly improved as Miami Beach registered a year-to-date occupancy rate of 57.2 percent. With the redevelopment of the Miami Beach Convention Center scheduled to begin construction in the first half of 1985, demand in Miami Beach is shifting from a tourist destination to a convention/group destination area.

With this shift in demand, several area hotels are considering major expansion and renovation of their facilities in order to accommodate the growing group market. First-class properties such as the Fontainebleau Hilton and the Sheraton Bal Harbor have funded capital improvements in the past, enabling them to conform to the changing marketplace. Unfortunately, many of the older, moderate-class properties located in this sector are unable to compete for transient and group business. This has resulted in the sale of long-term leases of hotel rooms to individual investors.

The newly formed Coconut Grove Marketing Association is concentrating all of its efforts on marketing the Coconut Grove area as a tourist and commercial destination. With the addition of the 188-room Grand Bay Hotel to the marketplace in December 1983 and the anticipated opening of the 186-room all-suite Mayfair House Hotel in 1985, Coconut Grove is developing into a luxury lodging accommodations market.

Throughout the remainder of 1984, South Florida hotels should experience increasing commercial travel as local area businesses experience continued growth. The variety of lodging facilities South Florida now offers and their dependence on meeting facilities indicate the increasing importance of the convention market. Marketing efforts are now geared toward the convention/group market as well as the traditional South Florida tourist market. In light of this changing competitive environment, South Florida hotels must rely more on aggressive marketing efforts in order to attract tourist, group and commercial demand.

M. Chase Burritt
Miami

From Tallahassee

The greater Tallahassee lodging industry comprises four sectors: Interstate 10/U.S. Highway 27, downtown central business district, U.S. Highway 27 East (Appalachee Parkway) and U.S. Highway 90 (West Tennessee Street).

In 1983, the area occupancy was estimated to be approximately 68 percent, and the average room rate was approximately $46. This represents a decrease in occupancy of approximately 1.5 percent and an increase in average room rate of approximately 7 percent when compared with 1982.

Lodging properties located near Interstate 10 along U.S. 27, which rely on both commercial and tourist-related room night demand, continued to achieve the strongest occupancies. As a result, several previously announced projects are now under construction and additional new hotel projects have been proposed. These additions and proposed projects include:

- A 130-room Holiday Inn opened July 1984 at the northwestern quadrant of I-10/U.S. 27. A 50-room addition is now under construction with an expected opening in March 1985.
- An 80-room Executive Inn, located near Tallahassee Mall, completed a "phased" opening December 1983. A 86-room addition is expected to be completed by November 1984. This latest construction will also include additional meeting-room space.
- A 60-room Seminole Inn was completed in August 1984 at the I-10/U.S. 90

interchange. This quality, limited-service economy hotel is the first lodging property located at this interchange.

- A 120-room Cabot Lodge, located on U.S. 27 near I-10, was completed October 1984. This limited-service, economy hotel is the first property in the new chain.
- A 200-room Ramada Inn, located at the southwestern quadrant of I-10/U.S. 27, is under construction with an expected opening date of August 1985.
- A 109-room Red Roof Inn is under construction at the southwestern quadrant of I-10/U.S. 27, north of the Ramada Inn.
- A 124-room Las Casas Motor Inn, under construction on U.S. 27 near I-10 across from Day's Inn-North, is expected to open in March 1985.
- A 50-room Comfort Inn economy motel is currently under construction on U.S. 27 near I-10 just south of Lake Shore Drive.
- A 110-room Best Inn is proposed for the I-10/U.S. 27 interchange. Completion is expected in late 1985.

The 43-room Governor's Inn, in downtown Tallahassee, opened in November 1983. A 300- to 350-room first-class convention-oriented hotel, first announced in 1982, has been proposed for a site in downtown Tallahassee. At this time, the status is uncertain.

Kathryn Phillips
Larry W. Cleek
Tampa

From Tampa/St. Petersburg

The hospitality industry exhibited continued strength and stability in 1983. The annual occupancy rate for the Tampa Bay area hotels was 62.2 percent in 1983 compared with 62.6 percent in 1982 despite a 7 percent increase in the average room rate compared with 1982. The 1983 average room rate for Tampa Bay was $43.41 compared with $40.76 for 1982.

The primary reason for the decrease in occupancy was unseasonably cold weather in early and late 1983. The effect of winter weather on the area's lodging industry was partially offset by the steady demand from the growing base of commercial demand.

Hotel additions in 1983 amounted to fewer than 500 rooms. However, hotel developers plan to build numerous properties throughout the area as a result of the historically strong tourist demand and the current and projected demand from the Bay area's commercial and industrial base.

In Pinellas County, a $20 million 200-room Holiday Inn and a 250,000-square-foot office complex would be located near the Showboat Dinner Theatre on Ulmerton Road. Completion is targeted for summer 1985.

The most active sector for new development is the Airport/Westshore area. Upcoming projects include:

- A $75 million 446-room luxury hotel and office complex along the shore of the Old Tampa Bay, just west of Tampa International Airport. Completion is projected for early 1986.
- A 225-suite Guest Quarters Hotel, located along Westshore Boulevard just south of Interstate I-275, should be completed by early 1985.
- An $18 million 280-suite Granada Royale Hotel is planned for a site along Cypress Street near the Holiday Inn-Airport, with completion scheduled for mid-1986.
- A 200-room all-suite Pickett Hotel, located on Courtney Campbell Causeway, is scheduled to open in early 1986.
- A 326-room Urban Center Hotel, located in a mixed-use facility with over 500,000 square feet of office space at build out. Completion is expected during late 1984.
- A 200-room all-suite Sunforest Hotel to be located on Eisenhower Boulevard. Projected opening date is mid-1986.
- A 600-room TampaSphere Hotel, part of a planned mixed-use facility to be located at Dale Mabry Highway and I-275. The opening date is uncertain.
- International Plaza, a complex containing 500 rooms in one or more hotels, to be located north of Boy Scout Road. Opening dates are uncertain.
- A 176-room all-suite Brock Residence Inn to be located on Rocky Pointe. Projected opening date is early 1986.
- A Hampton Inn Hotel with 120-150 rooms is planned for southwest of the intersection of Westshore Boulevard and Boy Scout Road. The opening date is uncertain.

Closer to the downtown area, a 300-room luxury commercial hotel is proposed as part of Phase I of the Harbour Island development project. The 177-acre island, south of downtown Tampa, is one of the largest undeveloped tracts of land near a major metropolitan area in the United States. Additional plans for Phase I include 90,000 square feet of retail space and nearly 100,000 square feet of office space. Completion is expected in 1985.

In East Tampa, a 114-room La Quinta Motor Inn under construction at Interstate 4 and 50th Street is scheduled to open in 1984. With completion of the I-75 bypass in 1986, development of new lodging facilities is expected to accommodate the resulting commercial expansion and demand in East Tampa.

Year-to-date occupancy and average room rate statistics through July 1984 reflect the high degree of developer confidence in the Bay area. Year-to-date occupancy through July 1984 was 67.3 percent compared with 66.6 percent for the same period in 1983. The average rate through July 1984 was $49.25 compared with $46.60 for the same period in 1983. These gains are especially significant since, despite weak performances in early 1984 due to record cold temperatures, they have surpassed 1983 figures.

Bob Swanz
Larry W. Cleek
Tampa

THE FLORIDA LODGING INDUSTRY STUDY—1984

By Janet D. Carroll
Research and Development Division

Bases of statistics

The figures presented in this report have been computed on the most common bases used to analyze lodging operating results: amounts per available room and ratios to total sales. The median is the primary measurement used throughout this report, presenting the "middle" position of the operating results in the sample. Where appropriate, the arithmetic or weighted means are used to show the absolute values rather than the relative position of the item analyzed in the sample, as the medians represent.

Readers are advised to read the "Bases and Significance of Lodging Statistics" section on page 25 of this report for an explanation of relevant terms. A more detailed explanation of financial and operating statistics in the lodging industry can be found in the 1984 edition of *U.S. Lodging Industry*.

For the first time in this series of lodging reports, results are presented by location and size of property to provide a more in-depth analysis of Florida lodging operations. This allows operators to compare their performance with that of similar operations.

The figures presented in this report are not intended to be used as standards or goals, but as guidelines. We believe that medians are most useful for that purpose.

The Florida lodging industry dollar

The source and distribution of the lodging dollar in the state of Florida is shown in Chart 2. For each dollar received, 55.2 cents came from room rentals, a modest decline from 1982 when 56.5 cents came from this source. Offsetting this decline, the proportion of food and beverage sales increased 3.2 percent to a total of 35.4 cents per dollar of total revenue. On the expenditure side, payroll expenses declined to just over 30 cents out of the dollar, while food and beverage costs remained constant from last year. Management fees and fixed costs increased substantially, forcing profits to decline to 2.6 cents out of every dollar—a decline of more than 52 percent from last year's 5.5 cent profit.

Exhibit 1
General Profile of Typical Contributor Based on Various Measures of Central Tendency

Criteria	Category of Typical Contributor
Age	Built between 1970 and 1980
Size	150–299 rooms
Occupancy	60%–69%
Average Rate	$45–$54.99
Sales Volume	$3 million–$10 million
Restaurant Operation	Operated a restaurant in which the volume of food and beverage sales was less than 50% of room sales
Other Management Operation Results	Affiliated with a chain; reported net income before income tax in 1983

Profile of contributors

Exhibit 1 defines the typical contributor to this study based on various measures of central tendency, such as the mean, median and mode. The typical contributor to this report is affiliated with a chain and, during 1983, had an average annual room rate ranging from $45 to $55.

Exhibit 2 presents highlights of operating results for the state of Florida from 1983 compared with 1982. Occupancy rates declined during 1983 by almost 4 percent to 65.6 percent, while room rates rose to $52.85, $3.24 higher than during 1982. Although the majority of Florida lodging operations analyzed in this report made a profit during 1983, the median income before income taxes decreased substantially, from $1,520 per available room to $364 per available room.

Exhibit 2
Highlights*

- Total revenue per available room increased 5.5 percent to $20,470 in 1983
- Room occupancy declined from 68.3 percent in 1982 to 65.6 percent in 1983
- The average room rate rose 6.5 percent to $52.85 in 1983 from $49.61 in 1982
- Payroll and related expenses per available room dropped 12.9 percent to $4,872 in 1983
- Income before income tax decreased from $1,520 per available room in 1982 to $364 per available room in 1983 or 2.6 percent of total sales

*Based on medians.

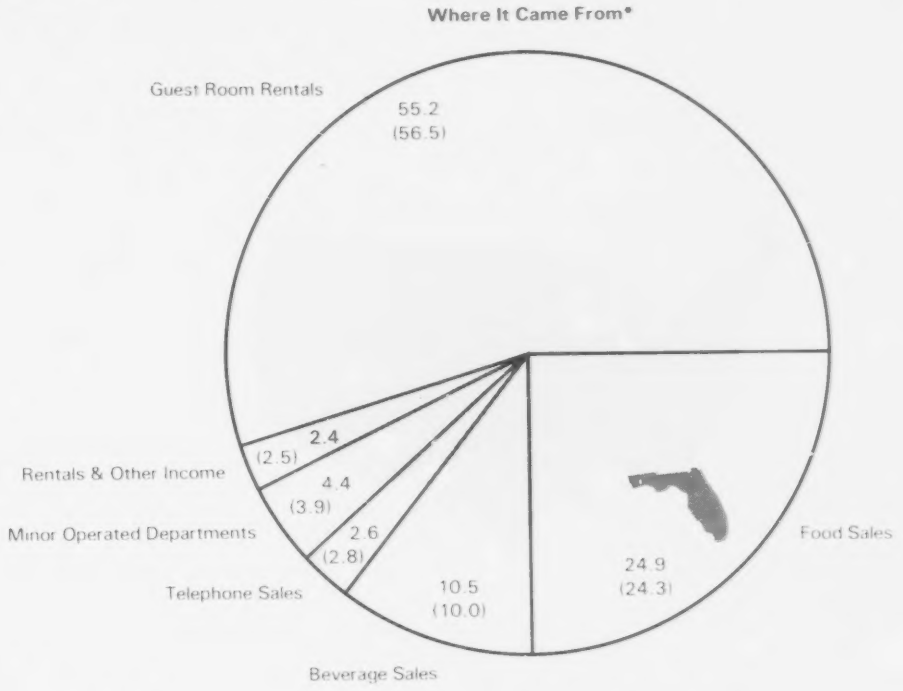


Chart 2: The Florida Lodging Industry Dollar

*Based on the weighted mean.
1982 amounts (in parentheses); restated.

Market data

The source and composition of the Florida lodging market is shown in Exhibit 3. The percentage of foreigners visiting the state of Florida increased to 17 percent, almost double the 9.4 percent reported for 1982. The composition of Florida's business changed slightly during 1983, with a decline in the number of tourists and an increase in business travelers. More visitors to Florida seem to be returning to hotels they had patronized previously. The number of people making advance reservations has also decreased. More than 4 out of 10 travelers contact the hotel directly to make reservations.

Exhibit 3
Market Data*

		Location				
	All Establishments	Center City	Airport	Suburban	Highway	Resort
Source of Business						
Domestic	83.0%	68.8%	82.0%	90.0%	97.0%	83.7%
Foreign	17.0	31.2	18.0	10.0	3.0	16.3
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Percentage of Repeat Business	47.2%	40.7%	56.3%	40.0%	85.0%	41.8%
Composition of Market						
Government Officials	3.3%	11.0%	5.8%	7.5%	3.0%	0.6%
Business travellers	27.0	37.5	61.5	74.5	62.0	8.9%
Tourists	42.7	26.5	14.0	10.5	27.5	57.2
Conference Participants	22.2	14.8	4.5	7.5	7.5	30.6
Other	4.8	10.2	14.2	0	0	2.7
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Percentage of Advance Reservations	85.6%	70.3%	68.5%	87.5%	95.0%	91.5%
Composition of Advance Reservations						
Direct	42.3%	39.7%	7.7%	67.5%	22.5%	48.2%
Reservation Systems	27.1	30.0	64.7	5.0	50.0	19.9
Travel Agents & Tour Operators	21.3	13.7	18.0	27.5	22.5	22.4
Other	9.3	16.6	9.6	0	5.0	9.5
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Ratio of Travel Agent Commissions to Room Sales	2.0%	1.0%	2.0%	0.5%	0.7%	2.9%

*Based on those supplying detail. All figures are means.

Exhibit 4
Occupancy and Average Rate

	1983			1982		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Average Room Rate	$44.53	$52.85	$68.89	$35.84	$49.61	$69.35
Average Room Rate (Per Guest)	$20.42	$40.16	$49.90	$21.69	$28.96	$43.06
Occupancy	57.0%	65.6%	74.2%	56.4%	68.3%	78.1%
Double Occupancy	41.7%	57.4%	74.3%	42.6%	66.0%	92.5%
Productivity Index	2.69	3.13	3.90	2.62	3.30	3.80

Exhibit 5
Occupancy—By Selected Criteria*

	Percentage of Occupancy	Percentage of Double Occupancy	Average Room Rate
Size			
Under 150 Rooms	62.1%	58.2%	$48.90
150–299 Rooms	66.4	67.2	46.99
Over 300 Rooms	65.7	51.9	69.58
Location			
Center City	57.3%	35.4%	$45.41
Airport	72.5	**	49.95
Suburban	65.0	54.5	35.00
Highway	71.9	**	50.64
Resort	64.9	59.8	61.05
All Establishments	65.6%	57.4%	$52.85

*All figures are medians
**Insufficient response

Occupancy and average rate

Exhibit 4 presents the lower quartile, median and upper quartile for the occupancy and average rate in Florida lodging operations. The lower and upper quartiles provide the range in which the results of 50 percent of all responding operations lie. The median average rate increased 6.5 percent to $52.85. Occupancy ranged from 57 to 74.5 percent, slightly below the middle range of results reported for 1982, when 25 percent of all responding operations reported an occupancy rate of higher than 78.1 percent. Also shown is the productivity index, which reflects how much revenue was received for each dollar spent on payroll. The median index in 1983 was 3.13, down from 3.30 in 1982.

The occupancy and average rate are also presented in Exhibit 5 by size and location. The medium-sized properties in this year's sample, those with 150 to 299 rooms, reported the highest average occupancy and double occupancy rates while also reporting the lowest average room rate. By location, the airport and highway properties had occupancy rates over 70 percent, with room rates at approximately $50 per night. The median values for the total sample are also presented for comparison purposes.

Rooms department

Exhibit 6 contains data on rooms department revenues and expenses as median amounts per available room and ratios to total sales. The median revenue per available room for properties reporting in 1983 was $12,713, 16.4 percent above the 1982 figure of $10,919. Rooms department payroll and related expenses increased 5.5 percent to $2,045. As a ratio to total sales, payroll expenses were 10 percent, down almost 5 percent from 1982. Linen expense was the only expense item to decline, and this showed only a minor decrease, from $141 to $140. Of the increasing expenditures, commissions increased 54 percent, laundry and dry cleaning 15.9 percent, operating supplies 10.4 percent and uniforms 20 percent. Net departmental income rose 14.6 percent to $9,319. As a ratio to total sales, rooms departmental income dropped 4.7 percent to 46.2 percent.

The analysis of the rooms department continues in Exhibit 7, which shows revenue and expenses as ratios to departmental income. Lower and upper quartiles are provided to give the reader a clearer picture of operating results during 1983. Median payroll expenses increased slightly to 16.6 percent of room revenue, median commissions rose to 1.6 percent of room revenue and the median reservations expense dropped to 0.8 percent.

Exhibit 6
Rooms Department Income and Expenses
Median Amounts Per Room and Ratios to Total Sales*

		Size		
	All Establishments	Under 150 Rooms	150-299 Rooms	Over 300 Rooms
Revenue				
Room Sales	$13,124	$13,124	$11,243	$16,986
Allowances	107	143	82	139
Net Revenue	$12,713	$10,212	$10,958	$15,983
Departmental Expenses				
Payroll & Related Expenses	$ 2,045	$ 1,837	$ 1,875	$ 2,646
Commissions	228	125	118	463
Contract Cleaning	30	24	23	58
Linen	140	132	120	184
Laundry & Dry Cleaning	182	67	163	253
Operating Supplies	254	254	225	315
Other Operating Expenses	173	265	101	188
Reservation Expense	111	120	73	141
Uniforms	30	18	26	47
Total Expense	$ 3,133	$ 2,733	$ 2,670	$ 4,126
Net Department Income	$ 9,319	$ 7,588	$ 8,300	$12,289
Ratio to Total Sales				
Net Revenue	62.4%	69.6%	65.8%	53.7%
Payroll & Related Expenses	10.0%	9.6%	11.5%	8.9%
Net Department Income	46.2%	50.3%	47.9%	41.2%

*All figures are medians and do not necessarily add to totals shown.

Exhibit 7
Rooms Department Income and Expenses
Ratios to Room Sales*

	Ratios to Room Sales		
	Lower Quartile	Median	Upper Quartile
Revenue			
Room Sales	100.0%	100.4%	101.0%
Allowances	0.4	0.8	1.1
Net Revenue	100.0%	100.0%	100.0%
Departmental Expenses			
Payroll & Related Expenses	14.7%	16.6%	19.0%
Commissions	0.8	1.6	3.0
Contract Cleaning	0.2	0.2	0.4
Linen	0.8	1.1	1.4
Laundry & Dry Cleaning	0.3	1.2	2.0
Operating Supplies	1.6	2.1	2.7
Other Operating Expenses	0.6	1.2	2.1
Reservation Expense	0.5	0.8	1.2
Uniforms	0.2	0.2	0.3
Total Expense	21.9%	25.6%	29.4%
Net Departmental Income	70.6%	74.4%	78.1%

*All figures are medians and do not necessarily add to totals shown.

Composition of sales

Exhibit 8 presents the composition of total sales for the sample as well as by size and location of the properties. For the entire sample, 62.4 percent of total revenue came from room sales, 29.7 percent from food and beverage operations and 3.5 percent from the operation of minor departments located on the hotel's premises. As the breakdown according to size indicates, the larger the property, the more the proportion of room sales to total sales declined while the proportion of restaurant operations contributed a greater share. The location of the property also had an effect on the composition of sales. That is, resort properties attained 60.4 percent of sales from room revenue while airport properties reported 65 percent of their sales from this same source. City properties had the highest proportion of sales, 67.6 percent, from room revenue and also the highest proportion from telephone revenue, 4.7 percent of total revenue.

Exhibit 8
Composition of Sales*

		Size			Location				
	All Establishments	Under 150 Rooms	150-299 Rooms	Over 300 Rooms	Center City	Airport	Suburban	Highway	Resort
Rooms	62.4%	67.2%	65.1%	54.8%	67.6%	65.0%	66.9%	63.1%	60.4%
Food	20.2	13.7	19.5	26.9	18.6	19.0	13.5	20.0	21.3
Beverage	9.5	10.0	8.8	10.0	7.1	10.5	10.7	12.9	8.5
Telephone	2.9	2.0	3.6	2.7	4.7	4.1	1.6	2.5	2.5
Minor Operated Departments	3.5	5.1	1.7	4.2	1.3	0.8	3.9	0.8	5.6
Rentals & Other Income	1.5	2.0	1.3	1.4	0.7	0.6	3.4	0.7	1.7
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Based on arithmetic mean.

Food and beverage department

The next two exhibits, 9 and 10, summarize the results of restaurant operations in Florida during 1983. As shown in Exhibit 9, food sales as a ratio to total food and beverage revenue continued its upward trend, rising slightly to 70.9 percent of sales, compared with 70.5 percent in 1982 and 69.9 percent in 1981. The cost of food sold declined during 1983 to 34.9 percent of food sold, down 4.6 percent. The cost of beverages sold also declined during the same year to 21.8 percent from 23.3 percent in 1982. Before deducting the operating expenses of the food and beverage operations, 70.2 percent of sales remain, 2.2 percent more than in 1982. Of all the expenses relating to the food and beverage operations, only two types of expenses decreased from 1982: licenses and music and entertainment. Of the other expenses, payroll increased 6.2 percent to 37.6 percent of operations while china, glassware, silver and linen costs increased 41.7 percent to 1.7 percent of food and beverage sales during 1983. While most individual expenses increased, the total of all expenses dropped 4.5 percent to 50.4 percent—just over half

Exhibit 9
Restaurant Operations—By Selected Criteria*

	Median Ratios to Total Food and Beverage Sales	
	1983	1982
Sales		
Food	70.9%	70.5%
Beverage	29.9	29.8
Total	100.0%	100.0%
Cost of Sales		
Cost of Food Consumed	38.5%	38.3%
Less Cost of Employees' Meals	3.3	4.4
Cost of Food Sold	34.9	36.6
Cost of Beverages Sold	21.8	23.3
Total Cost of Sales	31.2%	32.9%
Gross Profit	68.8%	67.1%
Public Room Sales	1.2%	1.2%
Other Income	0.9%	2.1%
Total	70.2%	68.7%
Departmental Expenses		
Payroll & Related Expenses	37.6%	35.4%
China, Glassware, Silver & Linen	1.7	1.2
Contract Cleaning	0.5	0.4
Kitchen Fuel	0.8	0.6
Laundry & Dry Cleaning	0.9	0.6
Licenses	0.2	0.3
Music & Entertainment	2.7	2.9
Operating Supplies	2.6	2.5
Other Operating Expenses	1.2	1.1
Uniforms	0.4	0.4
All Other Expenses	1.9	1.5
Total	50.4%	52.8%
Departmental Income	20.2%	16.7%
Productivity Index	2.66	2.54

*All figures are medians and do not necessarily add to totals shown.

Exhibit 10
Food and Beverage Statistics—By Selected Criteria*

	All Establishments	Size: Under 150 Rooms	Size: 150-299 Rooms	Size: Over 300 Rooms
Food Sales — By Facility				
Amount Per Available Room				
Dining Room	$4,124	$3,933	$2,786	$4,597
Room Service	596	**	415	665
Banquet	2,260	1,805	1,071	3,950
Bar/Lounge	128	575	159	33
Total	$4,669	$4,385	$2,528	$7,845
Ratio to Total Food Sales				
Dining Room	63.6%	71.6%	73.6%	58.9%
Room Service	8.2	**	6.1	8.2
Banquet	30.0	40.6	21.6	32.1
Bar/Lounge	1.4	27.9	3.1	**
Amount Per Seat				
Dining Room	$4,121	$6,794	$3,532	$4,584
Banquet	859	952	943	644
Bar/Lounge	193	1,812	1,820	44
Total	$1,992	$2,659	$2,011	$1,626
Average Check				
Dining Room	$ 7.43	$ 7.05	$ 7.22	$ 8.48
Room Service	7.14	**	6.38	7.36
Banquet	13.33	8.68	14.40	15.21
Total	$ 8.53	$ 5.25	$ 8.48	$ 11.12
Covers Served Per Seat				
Dining Room	551	**	517	551
Banquet	85	**	147	60
Room Service Sales				
Per Occupied Room				
Food	$ 1.99	**	$ 1.73	$ 2.84
Beverage	1.14	**	.40	1.61
Total	$ 2.44	**	$ 1.64	$ 5.02
Per Guest				
Food	$ 1.78	**	**	$ 1.89
Beverage	.95	**	**	.97
Total	$ 2.62	**	$ .58	$ 2.97

*All figures are medians and do not necessarily add to totals shown.
**Insufficient response.

(continued on next page)

of revenue. Departmental income was higher in 1983, rising to 20.2 percent compared with 16.7 percent in 1982. Food and beverage productivity was also higher in 1983 than in 1982.

Selected food and beverage statistics are shown in Exhibit 10. Food sales as amounts per available room are shown by different sources. For example, dining room sales accounted for 63.6 percent of total food sales, or $4,124 per available room. For those properties having banquet facilities, a median amount of 30 percent of their total food sales came from this source. The median average check by all operations responding was $8.53, up 8.7 percent from $7.85 in 1982. The number of covers served per seat increased in both the dining room and banquet room, to 551 and 85 respectively. Room service sales (per guest) decreased during 1983, to $2.44, 36.7 percent lower than for 1982. Beverage sales per available room increased 16.2 percent to $2,414. Banquet beverage sales increased as a proportion of total beverage sales during 1983, from 30.2 to 31.1 percent. As an amount per seat, total beverage sales increased 19 percent to $1,002. More detailed information is contained in the table shown, including a breakdown by size of property.

Exhibit 10 (continued)
Food and Beverage Statistics—By Selected Criteria*

	All Establishments	Size: Under 150 Rooms	Size: 150–299 Rooms	Size: Over 300 Rooms
Beverage Sales—By Facility				
Amount Per Available Room				
Dining Room	$ 726	$1,889	$ 874	$ 664
Room Service	235	**	108	267
Banquet	816	643	326	924
Bar/Lounge	1,339	754	1,306	1,448
Total	$2,413	$2,639	$1,325	$3,085
Ratio to Beverage Sales				
Dining Room	27.3%	68.9%	30.2%	21.3%
Room Service	6.7	**	3.1	6.9
Banquet	24.1	24.6	13.1	31.8
Bar/Lounge	49.9	100.0	58.6	40.9
Ratio to Food Sales				
Dining Room	17.6%	38.0%	22.8%	14.7%
Room Service	35.2	**	25.8	37.2
Banquet	28.9	25.6	28.9	28.9
Total (Including Bar/Lounge)	41.8%	53.3%	51.3%	38.8%
Amount Per Seat				
Dining Room	$ 912	$2,513	$1,860	$ 770
Banquet	212	288	272	177
Bar/Lounge	3,381	3,728	3,699	2,906
Total	$1,002	$3,728	5366	$ 973

*All figures are medians and do not necessarily add to totals shown.
**Insufficient response.

Exhibit 11

Minor Operated Departments and Other Income
Median Amounts Per Room and Ratios to Sales*

	All Establishments	Size: Under 150 Rooms	Size: 150–299 Rooms	Size: Over 300 Rooms
Telephone				
Sales	$ 587	$ 381	$ 578	$ 846
Cost of Sales				
Cost of Calls	$ 476	$ 407	$ 468	$ 615
Equipment Rental	186	196	121	300
Total	$ 600	$ 566	$ 636	$ 891
Payroll & Related Expenses	$ 187	$ 90	$ 108	$ 211
All Other Expenses	$ 8	$ 45	$ 11	$ 4
Total Costs & Expenses	$ 646	$ 432	$ 673	$ 1,020
Net Departmental Income or (Loss)	$ (88)	$ (26)	$ (37)	$ (194)
Ratio to Total Sales				
Sales	2.5%	2.2%	3.3%	2.3%
Cost of Sales	3.0	2.6	3.7	2.8
Payroll & Related Expenses	0.6	0.4	0.6	0.6
Minor Operated Departments				
Sales	$ 343	$ 308	$ 108	$ 740
Cost of Sales	230	266	326	175
Payroll & Related Expenses	223	**	134	279
Other Expenses	42	**	26	46
Total Costs & Expenses	$ 396	$ 384	$ 141	$ 483
Net Departmental Income	$ 40	$ 168	$ (18)	$ 46
Ratio to Total Sales				
Sales	1.9%	1.6%	1.1%	2.6%
Cost of Sales	1.0	1.6	2.2	0.9
Payroll & Related Expenses	1.1	2.9	0.6	1.1
Rentals & Other Income				
Space Rentals	$ 63	$ 387	$ 23	$ 81
Concessions	66	184	42	71
Commissions	50	39	33	93
Other	269	406	92	275
Total Rentals & Other Income	$ 267	$ 421	$ 122	$ 379
Ratio to Total Sales	1.2%	2.5%	0.8%	1.4%

*Based on those supplying detail. All figures are medians and do not necessarily add to totals shown.
**Insufficient response.

Minor operated departments

Exhibit 11 presents information for the entire sample and by size of property for the minor operated departments of lodging operations in Florida. Telephone revenue rose as the size of the property increased, ranging from $381 per room for the smallest properties in the sample, those with less than 150 rooms, to $846 for those with more than 300 rooms. Along with higher revenues came significantly higher costs, $1,020 per room compared with $432 for the smallest properties and $673 for the medium-sized properties. As a result, large properties reported the greatest losses, with a median loss of $194 per available room. The median loss for all respondents, regardless of the size of the property, was $88 per available room. Income from the rental of meeting rooms and income from commissions and concessions amounted to $267 per room or 1.2 percent of total sales during 1983.

Staffing levels and employee productivity

The staffing levels by department are presented in Exhibit 12 per 100 available rooms and per 100 occupied rooms. To provide a better perspective of the number of employees on staff per department, the lower and upper quartiles are shown in addition to the medians. Only those properties reporting employee data per department are included in the analysis for that particular department. Half of those with food and beverage operations reported between 15.9 and 52.1 employees per 100 available rooms with a median value of 30.9 staff people. The department with the second highest number of employees is the rooms department with a median of 20.8 (per 100 rooms). The middle range of the number of employees is 16.1 to 27.5. The minor operations and maintenance departments had median numbers of employees of 5.1 and 4.6 respectively for operations during 1983. The median total number of employees per 100 available rooms and per 100 occupied rooms is 62.4 and 106.8 respectively.

Employee productivity as measured by sales per employee by department is also shown in this same exhibit. Rooms department sales per full-time employee was $60,842, 4.8 percent lower than the 1982 figure of $63,945. Productivity for the telephone department was high ($59,192) reflecting the small number of employees needed in its operation. Total sales per employee for the entire lodging operation for those reporting employee data was $33,614, up from last year's $32,517.

Exhibit 12
Staffing Levels and Employee Productivity—All Establishments*

	Number of Employees Per 100 Available Rooms			Number of Employees Per 100 Occupied Rooms		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Staffing Levels (Full-Time Equivalent Employees)						
Rooms	16.1	20.8	27.5	25.0	33.8	52.2
Food & Beverage	15.9	30.9	52.1	26.6	50.9	88.5
Telephone	1.0	1.8	2.3	1.5	2.8	5.4
Minor Operated Departments	2.6	5.1	25.1	4.1	7.6	68.3
Administrative & General	2.0	3.8	10.5	3.0	8.2	19.5
Marketing—Sales	1.1	2.2	3.9	2.1	3.9	7.4
Marketing—Other	**	**	**	**	**	**
Property Operation & Maintenance	2.8	4.6	6.9	4.3	6.4	14.5
Personnel	0.4	0.9	1.1	0.6	1.2	2.6
House Laundry	1.6	2.9	3.7	3.4	4.2	5.9
Other	1.6	1.7	2.2	2.8	4.5	4.7
Total Employment—Full-Time Equivalent Employees	40.3	62.4	110.2	65.5	106.8	169.7
Employee Productivity—Sales Per Full-Time Employee						
Rooms	$37,980	$60,842	$81,616			
Food & Beverage	19,471	25,030	32,524			
Telephone	27,804	59,192	73,466			
Minor Departments	9,200	27,323	54,241			
Total Sales Per Employee*	$27,200	$33,614	$39,732			

*Based on those supplying detail. All figures are medians or quartiles and do not necessarily add to totals shown.
**Insufficient response.

Exhibit 13
Payroll and Related Expenses—Cost Per Available Room*

	All Establishments	Size		
		Under 150 Rooms	150-299 Rooms	300-600 Rooms
Rooms	$1,597	**	$1,493	$2,219
Food & Beverage	2,258	**	1,250	3,663
Telephone	137	**	83	165
Minor Operated Departments	168	**	122	313
Administrative & General	841	**	560	1,229
Marketing	409	**	268	577
Property Operation & Maintenance	429	**	373	553
House Laundry	173	**	165	248
Total Cost Per Available Room	$4,872	**	$3,992	$9,416

*All figures are medians or quartiles and do not necessarily add to totals shown.
**Insufficient response.

Exhibit 14
Payroll and Related Expenses—Cost Per Occupied Room Per Day*

	Lower Quartile	Median	Upper Quartile
Rooms	$ 6.79	$ 8.95	$12.53
Food & Beverage	6.23	10.96	21.17
Telephone	.37	.68	1.21
Minor Operated Departments	.44	.94	3.32
Administrative & General	2.47	4.44	8.15
Marketing	.75	1.65	3.19
Property Operation & Maintenance	1.32	2.33	3.70
House Laundry	.72	1.03	1.50
Total Cost Per Occupied Room Per Day	$18.45	$25.38	$47.36

*All figures are medians or quartiles and do not necessarily add to totals shown.

Payroll and related expenses

Exhibits 13 and 14 presents payroll information by department for all operations and by the size of operation, per available and per occupied room per day. As presented, the median rooms department payroll expense per available room was $1,597, down 17.4 percent from 1982's figure of $1,934. Other noticeable declines in payroll expenses were in minor operated departments and administrative and general costs with declines of $1.28 and $99 per available room respectively. The marketing and maintenance departments were the only areas that reported increased payroll expenses. Total payroll expenditures decreased 12.9 percent or $7.21 per available room.

Analysis of payroll expenditures per occupied room reveals that rooms department payroll increased 10.2 percent to $10.10, food and beverage payroll increased 8.6 percent to $13.21, and administrative and general costs increased 27.6 percent to $5.67. Total payroll costs per occupied room per day were $25.38, 7.3 percent higher than in 1982.

Undistributed operating expenses

A summary of various costs is shown in Exhibit 15 by size of property, location of property and for all respondents. Medium-sized and center city properties reported the lowest administrative payroll costs, $802 and $669 respectively, while the largest properties and those located in resort areas reported payroll costs of $1,487 per available room. Total marketing costs exceeded $2,000 per available room in properties with more than 300 rooms and in those located in resort areas. Median energy costs fluctuated between $734 per room in center city properties and $1,362 per room in resort properties. Large properties and those in resort areas also reported higher maintenance costs than other properties. The median for both of these breakdowns is $1,667 per available room.

Additional detail for energy expenditures is shown in Exhibit 16. Half of those reporting energy expenditures had fuel

Exhibit 15
Analysis of Undistributed Operating Expenses—By Selected Criteria*

		Size			Location				
	All Establishments	Under 150 Rooms	150–299	Over 300 Rooms	Center City	Airport	Suburban	Highway	Resort
Administrative & General									
Cost Per Room									
Payroll & Related Expenses	$1,093	$1,047	$ 802	$1,487	$ 669	$ 963	$1,066	$ 735	$1,487
Other	984	846	779	1,216	641	779	635	980	1,259
Total	$2,147	$1,782	$1,585	$2,701	$1,356	$1,754	$ 977	$1,719	$2,701
Ratio to Room Sales	15.8%	16.3%	15.8%	16.5%	15.6%	13.3%	11.3%	12.9%	17.5%
Ratio to Total Sales	9.3%	9.7%	9.7%	8.8%	9.8%	8.6%	6.9%	8.1%	9.7%
Marketing									
Cost Per Room									
Payroll & Related Expenses	$ 457	$ 319	$ 334	$ 383	$ 325	$ 334	$ 186	$ 354	$ 529
Other	934	618	520	1,534	722	640	380	491	1,534
Total	$1,137	$ 618	$ 791	$2,193	$ 789	$ 807	$ 497	$ 805	$2,060
Ratio to Room Sales	9.1%	6.2%	8.7%	12.6%	10.3%	6.8%	3.5%	7.7%	11.0%
Ratio to Total Sales	5.7%	3.6%	5.8%	7.0%	6.4%	4.5%	2.9%	4.6%	5.8%
Energy Costs									
Cost Per Room	$1,140	$ 963	$1,105	$1,337	$ 734	$1,084	$ 889	$ 921	$1,362
Ratio to Room Sales	8.3%	7.8%	10.2%	7.7%	8.3%	7.7%	7.9%	7.5%	8.1%
Ratio to Total Sales	5.2%	4.9%	6.1%	4.4%	6.0%	4.6%	4.9%	4.7%	5.0%
Property Operation & Maintenance									
Cost Per Room									
Payroll	$ 492	$ 440	$ 430	$ 736	$ 415	$ 340	$ 319	$ 561	$ 668
Other	674	551	502	796	479	445	429	525	865
Total	$1,202	$1,131	$ 928	$1,667	$ 760	$ 781	$ 606	$1,087	$1,667
Ratio to Room Sales	9.2%	9.1%	8.6%	10.0%	8.7%	7.1%	6.7%	8.2%	12.3%
Ratio to Total Sales	5.8%	6.1%	5.8%	5.3%	5.8%	4.2%	4.7%	5.5%	6.4%

*All figures are medians.

costs between $679 and $1,221 per available room, while the costs per occupied room per day were between $2.74 and $5.69. The median total energy cost was $1,140 per available room, 14.2 percent higher than the total U.S. median. As an amount per occupied room per day, the total energy expenditure was $4.81, $0.41 higher than the national median.

Fixed expenses

Exhibit 17 shows fixed expenses as amounts per room and as ratios to total sales. Results are shown according to the size and location of the property as well as for the total sample. For all establishments reporting, the highest expenses were interest and depreciation and amortization, with costs exceeding $1,200 per room in each case. Total fixed charges for the entire sample was $3,269 per room, 8.1 percent higher than for 1982. As a ratio to total sales, the total fixed charge amount was 19.5 percent, 2.1 percent higher than 1982's 19.1 percent.

Exhibit 16
Energy Expenses—Amounts Per Available Room and Costs Per Occupied Room Per Day*

	Amounts Per Available Room			Cost Per Occupied Room Per Day		
	Lower Quartile	Median	Upper Quartile	Lower Quartile	Median	Upper Quartile
Electricity	$679	$ 945	$1,221	$2.74	$3.94	$5.69
Fuel	101	160	233	.44	.65	1.26
Steam	25	96	669	0.09	0.35	2.91
Water	95	136	196	0.39	0.62	0.87
Total Energy Expenses	$825	$1,140	$1,548	$3.52	$4.81	$7.41
Total United States	$798	$ 998	$1,344	$3.23	$4.41	$5.97

*Based on those hotels supplying detail. All figures are medians and quartiles and do not necessarily add to totals shown.

Exhibit 17
Fixed Charges—Median Amounts Per Room and Ratio to Total Sales—By Selected Criteria*

		Size			Location				
	All Establishments	Under 150 Rooms	150–299 Rooms	Over 300 Rooms	Center City	Airport	Suburban	Highway	Resort
Amount Per Room									
Rent	$ 420	$ 730	$ 348	$ 845	$2,073	$ 118	$ 400	$2,244	$ 845
Property Taxes	543	339	473	1,055	306	651	264	320	695
Insurance on Buildings & Contents	90	174	83	86	59	70	160	79	104
Interest Expense	1,203	1,130	1,091	2,897	105	2,062	1,627	261	1,191
Depreciation & Amortization	1,514	1,516	1,298	2,768	692	1,325	1,481	469	1,691
Total Fixed Charges	$3,269	$2,462	$4,023	$6,140	$2,170	$4,023	$2,620	$3,333	$3,560
Ratio to Total Sales	19.5%	18.1%	21.5%	18.4%	18.4%	15.1%	21.7%	18.6%	18.4%

*Based on those supplying detail. All figures are medians.

Balance sheet ratios

Year-to-year comparisons of important balance sheet items, including inventory and accounts receivable items are presented in Exhibit 18. The current ratio, measuring management's ability to pay current liabilities with the most liquid assets, declined more than 25 percent in 1983. Accounts receivable as an amount per available room increased nearly 20 percent while food and beverage inventories declined during 1983.

Summary

Exhibits 19 and 20 present summary income statements by size and location as amounts per available room and as ratios to total sales. Combining this information with the more detailed exhibits throughout the rest of this report provides valuable information into the operating results of lodging properties in Florida.

Exhibit 18
Balance Sheet Ratios—1983 Compared With 1982*

	1983	1982
Current Position	$ 0.80	$ 1.08
Accounts Receivable		
Amount Per Room	$1,393	$1,168
Ratio to Total Sales	4.4%	4.6%
Food Inventory		
Amount Per Room	88	96
Annual Turnover	26	28
Beverage Inventory		
Amount Per Room	68	124
Annual Turnover	6	7

*All figures are medians. Accounts receivable and inventory figures are for end of year.

Exhibit 19

Summary Statement of Income and Expenses
Amounts Per Available Room*

	All Establishments	Size			Location				
		Under 150 Rooms	150-299 Rooms	Over 300 Rooms	Center City	Airport	Suburban	Highway	Resort
Rooms									
Net Revenue	$12,714	$10,212	$10,958	$15,983	$10,375	$14,145	$10,776	$13,280	$14,958
Departmental Expenses									
Payroll & Related Expenses	2,045	1,837	1,875	2,647	1,790	2,046	1,757	2,465	2,237
Other	1,038	768	876	1,490	751	1,124	737	1,321	1,343
Total	3,133	2,733	2,670	4,126	2,384	3,169	2,591	3,597	3,480
Departmental Income	9,319	7,588	8,300	12,289	7,802	10,394	8,257	9,340	11,577
Food & Beverage Sales									
Food	4,669	4,385	2,528	7,845	2,477	3,254	5,218	6,062	6,362
Beverage	2,413	2,639	1,325	3,085	857	1,967	2,899	2,415	2,639
Total	7,069	5,892	3,870	10,972	2,537	5,221	8,117	7,012	9,538
Cost of Sales									
Food	1,937	1,701	909	2,616	1,043	1,049	1,858	2,148	2,195
Beverage	518	463	334	642	194	371	772	651	566
Total	2,444	2,043	1,210	3,213	835	1,340	2,630	2,444	3,002
Gross Profit	4,916	4,106	2,666	7,858	1,701	3,954	5,487	4,568	6,328
Public Room Sales	81	93	120	77	71	110	**	137	58
Other Income	100	190	98	105	28	306	88	170	114
Gross Profit & Other Income	4,916	4,441	2,630	8,345	1,772	4,146	5,759	4,706	6,483
Departmental Expenses									
Payroll & Related Expenses	2,701	2,152	1,562	4,451	1,385	1,879	3,045	2,957	3,764
Other	928	720	737	1,348	374	779	1,450	752	1,162
Total	3,785	3,517	2,432	5,877	1,759	2,527	4,078	4,027	4,955
Departmental Income	1,296	851	602	2,526	500	1,208	851	1,296	1,498
Minor Operated Departments & Other Income (Net)	40	168	(18)	46	40	58	**	**	76
Telephone Departmental Income	(88)	(26)	(37)	(194)	(96)	74	(18)	(27)	(185)
Rentals & Other Income	267	422	122	379	124	103	361	182	527
Gross Income	10,905	10,221	9,118	15,430	7,894	12,029	8,852	10,103	12,995
Undistributed Operating Expenses									
Administrative & General Expenses									
Payroll & Related Expenses	1,093	1,047	802	1,487	669	963	1,066	735	1,487
Other	984	846	779	1,216	641	779	635	980	1,258
Total	2,148	1,782	1,585	2,701	1,356	1,754	977	1,719	2,701
Marketing	1,137	618	791	2,143	789	807	497	805	2,060
Energy Costs	1,140	963	1,105	1,337	734	1,084	889	921	1,362
Property Operation & Maintenance	1,202	1,131	928	1,667	760	781	606	1,087	1,667
Total Undistributed Expenses	5,838	4,474	4,369	7,862	3,324	4,571	2,680	4,531	8,096
Income Before Management Fees	5,889	4,313	5,069	7,487	4,541	6,803	5,227	5,572	6,512
Management Fees	608	485	538	875	701	737	357	**	751
Income Before Fixed Charges	5,704	4,160	4,921	7,439	3,966	7,439	4,781	$ 7,114	6,019
Total Fixed Charges	3,269	2,462	4,023	6,140	2,170	4,023	2,620	**	3,560
Income Before Income Tax	$ 364	$ 1,777	$ (329)	$ 959	$ (328)	$ 3,442	$ 1,619	**	$ 1,422

*All amounts are medians and do not necessarily add to totals shown. All ratios are based on total sales except those of the rooms and food and beverage departments. Cost of sales is shown as a percentage of the corresponding sales. Food and beverage departmental expense ratios are based on the combined food and beverage sales.
**Insufficient response.

Exhibit 20

Summary Statement of Income and Expenses Ratios to Total Sales*

	All Establishment	Size			Location				
		Under 150 Rooms	150-299 Rooms	Over 300 Rooms	Center City	Airport	Suburban	Highway	Resort
Rooms									
Net Revenue	100%	100%	100%	100%	100%	100%	100%	100%	100%
Departmental Expenses									
Payroll & Related Expenses	16.6	16.9	17.1	16.2	18.6	16.3	16.4	19.4%	16.0%
Other	8.7	8.1	8.6	9.0	8.7	8.0	7.7	10.0	8.3
Total	25.6	27.2	26.3	25.0	28.0	24.0	24.0	29.7	24.4
Departmental Income	74.4	72.8	73.7	75.0	72.1	76.0	76.0	70.3	75.6
Food & Beverage Sales									
Food	70.9	65.4	66.2	72.0	72.8	63.3	56.9	75.0	72.0
Beverage	29.9	37.9	34.0	28.0	27.5	36.7	43.2	30.4	28.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Cost of Sales									
Food	24.9	25.8	25.3	24.2	27.3	23.4	22.5	26.1	24.2
Beverage	6.8	7.9	7.6	5.7	6.0	7.7	9.5	6.5	6.6
Total	31.2	34.6	31.6	30.7	32.9	31.6	32.4	30.7	31.2
Gross Profit	68.8	68.4	68.4	69.3	67.0	68.4	67.6	69.3	68.8
Public Room Sales	1.2	1.6	1.7	0.6	1.8	2.0	••	1.7	0.4
Other Income	0.9	3.4	0.8	0.7	0.6	3.4	1.1	1.6	0.8
Gross Profit & Other Income	7.0	66.5	69.3	71.4	69.9	72.9	70.2	71.6	69.8
Departmental Expenses									
Payroll & Related Expenses	37.6	38.9	38.9	36.7	42.6	39.0	36.9	35.2	37.3
Other	12.0	12.1	13.6	11.4	9.4	15.8	14.4	8.9	11.5
Total	50.4	53.3	52.8	48.2	50.9	54.8	56.6	43.2	48.8
Departmental Income	20.2	17.6	16.5	20.9	18.4	15.6	14.5	29.4	20.3
Minor Operated Departments & Other Income (Net)	1.1	0.6	(0.1)	0.2	0.2	0.3	••	••	0.3
Telephone Departmental Income	(1.0)	(0.2)	(0.3)	(0.6)	(0.7)	0.3	(0.2)	(0.3)	(0.7)
Rentals & Other Income	1.2	2.5	0.8	1.4	0.9	0.6	3.1	1.1	1.7
Gross Income	52.7	55.9	51.7	51.8	49.2	57.7	56.4	52.2	54.4
Undistributed Operating Expenses									
Administration & General Expenses									
Payroll & Related Expenses	4.7	4.6	4.9	4.7	5.0	4.7	4.5	4.7	4.4
Other	4.6	5.4	4.5	3.8	4.2	3.9	4.9	4.1	4.7
Total	9.3	9.7	9.7	8.8	9.8	8.6	6.9	8.1	9.7
Marketing	5.7	3.6	5.8	7.0	6.4	4.5	3.0	4.6	5.8
Energy Costs	5.2	4.9	6.1	4.4	6.0	4.6	4.9	4.7	5.0
Property Operation & Maintenance	5.8	6.1	5.8	5.3	5.8	4.2	4.7	5.5	6.4
Total Undistributed Expenses	27.5	25.0	28.6	25.9	26.9	23.8	21.0	23.6	28.3
Income Before Management Fees	27.0	26.5	26.5	27.2	24.7	30.2	37.5	28.4	25.3
Management Fees	3.0	3.0	3.3	3.0	3.4	3.6	4.6	••	2.4
Income Before Fixed Charges	25.5	25.7	22.6	23.8	21.7	28.0	34.8	29.5	24.4
Total Fixed Charges	19.5	18.1	21.5	18.4	18.4	15.1	21.7	••	18.4
Income Before Income Tax	2.6%	12.5%	(3.0)%	4.0%	(2.9)%	12.9%	21.4%	••	4.0%

*All amounts are medians and do not necessarily add to totals shown. All ratios are based on total sales except those of the rooms and food and beverage departments. Cost of sales is shown as a percentage of the corresponding sales. Food and beverage departmental expense ratios are based on the combined food and beverage sales.

**Insufficient response.

BASES AND SIGNIFICANCE OF LODGING STATISTICS

Number of Rooms

The number of rooms used in several computations is the total number of rooms available for guest rental during the year. All rooms used for management, employees and storerooms are not included in these totals.

Room Occupancy

The percentage of room occupancy is computed by dividing the total number of rooms occupied by the total number of rooms available for occupancy throughout the year. Seasonal fluctuations are thus removed, allowing properties in various locations to be compared for the same period. Seasonal variations can be seen when analyzed on a monthly basis, such as in the *National Trend of Business in the Lodging Industry*.

Average Room Rate

The average room rate is computed by dividing rooms revenue, net of all allowances, by the total number of rooms occupied. Affecting this rate is the percentage of double occupancy associated with each property. Double occupancy is the percentage of rented rooms occupied by two or more persons. As the double occupancy increases, the room rate also should rise, since lodging facilities customarily charge a fee for each additional person occupying the guest room.

Comparison of Operating Results

Due to the current uncertainties surrounding financing methods, operators of lodging establishments may lease all or part of their assets. Because of high construction and interest costs, many operators have turned to creative financing techniques. Fixed costs may differ significantly for operators who lease their assets compared with those who own theirs. It is difficult to compare those operations with high depreciation and interest charges with those that are not required to pay any of those fees. To alleviate any possible difficulties in comparison, it is recommended that the reader analyze results before fixed charges are deducted.

Means, Medians and Quartiles

Most of the figures in this lodging survey are given as medians and quartiles rather than means. The median and upper and lower quartiles are calculated by first arraying all the numbers in the order of the lowest to the highest figure. The number that falls in the middle of the list is the median. The figure halfway between the lowest number and the median is the lower quartile, while the figure halfway between the median and the highest number is the upper quartile. To arrive at an arithmetic mean, divide the sum of the values by the number of items used. Table 1 illustrates the difference between the two.

The inclusion of a unit with high sales per occupied room may bring about a mean that is not as representative of the group as the median.

Productivity Index

The productivity index measures employee productivity in terms of the total revenue received for each dollar spent on payroll expenses. It is computed by dividing total revenue by total payroll and related expenses.

Inventory Turnover

Gross cost before deducting employees' meals divided by the average of the opening and ending inventories.

Table 1

	Room Sales	Occupied Rooms	Room Sales Per Occupied Room
Hotel A	$ 800,000	42,600	$ 18.78
Hotel B	1,200,000	56,550	21.22
Hotel C	1,450,000	58,750	24.68
Hotel D	1,875,000	61,725	30.38
Hotel E	2,225,000	66,500	33.46
Total	$7,550,000	286,125	$128.52
Median			$ 24.68
Mean	($128.52/5)		$ 25.70

EXPLANATION OF TERMS

Room Sales

Guest room revenue from accommodations on a part-day, full-day or longer period basis, net of any rebates and discounts.

Rentals and Other Income

Rental income from stores, offices, clubs and other spaces not classified as concessions used for business purposes. Also includes revenue from concessions, income from vending machine operations, commissions (including pay stations) and interest earned.

Restaurant

Cost (Food)—Cost of food sold, after deduction of the cost of employees' meals.

Cost (Beverage)—Cost of beverages sold, after deduction of the cost of employees' beverages.

Payroll—Stewards, chefs, cooks, waitress and busboys, dishwashers, butchers, vegetable cleaners, bakers, pantry help, etc.; wine stewards and bartenders; stock clerks, storekeepers, cost clerks, checkers and cashiers.

Income, Departmental—Total restaurant sales and other restaurant income less total cost of food and beverages consumed, payroll and related expenses and other direct restaurant expenses.

Sales, Total Restaurant (Food and Beverage)—Gross sales of food and beverages less allowances. Cover charges and other miscellaneous restaurant income are not included.

Management Fees

Fees charged by a management organization for management service or supervision should be charged to this account.

Income Before Fixed Charges

For purposes of this study, income before fixed charges is defined as total departmental revenue from all sources (rooms, telephone, food and beverage department income, minor operated departments income, store rentals and other income) less all departmental and undistributed operating expenses. This is the income from all operations before deducting rent, property taxes, property insurance, interest, depreciation and income taxes.

Further explanation may be found in *Uniform System of Accounts for Hotels*.

ANALYZE YOUR OPERATION

Periodic analysis of the financial performance of your lodging establishment may provide early warning signs of potential problems. Examination on a regular basis could reveal undesirable trends and provide the opportunity for corrective action. The worksheet on the next page is designed to provide a quick analysis of key items to reveal problem areas.

Follow these simple instructions for completing the worksheet:

1. Enter your figures in the first column.

2. Select the appropriate medians for comparison from the tables or text.

3. If the variance is greater than plus or minus 10 percent, further analysis should be made to determine the reason for that variance.

Worksheet

Amount Per Available Room	Your Figures	Medians or Quartiles From *Florida Lodging Industry* Report		
Revenue Rooms	$			
Telephone	$			
Rentals and Other Income	$			
Total	$			
Payroll and Related Expenses	$			
Departmental Expenses Rooms	$			
Telephone	$			
Total	$			
Undistributed Expenses (Excluding Payroll) Administrative & General	$			
Marketing	$			
Energy Costs	$			
Property Operation & Maintenance	$			
Total	$			
Income Before Fixed Charges	$			
Fixed Charges	$			
Rent	$			
Property Taxes	$			
Insurance	$			
Interest	$			
Depreciation	$			
Total	$			
Net Income Before Income Tax	$			

Supplemental Operating Information				
General Statistics				
Occupancy	%	%	%	%
Average Rate Per Occupied Room	$	$	$	$
Income Before Fixed Charges				
Ratio to Total Sales	%	%	%	%
Productivity Index	times	times	times	times

Laventhol & Horwath

Certified Public Accountants

Executive Offices: 1845 Walnut Street, Philadelphia, PA 19103
215-299-1600 Telex: 83-1396 HORWINTAS PHA

Alaska
730 I St.
Anchorage, Alaska 99501
907-276-5811

Arizona
1314 N. Third St., Suite 100
Phoenix, Ariz. 85004
602-252-0920

5151 E. Broadway, Suite 1200
Tucson, Ariz. 85711
602-790-2255

California
611 Anton Blvd., Suite 1100
Costa Mesa, Calif. 92626
714-556-4244

3699 Wilshire Blvd.
Los Angeles, Calif. 90010
213-381-5393
Telex: 4992753
HORWINTAS LSA

Two Century Plaza, Suite 3700
2049 Century Park East
Los Angeles, Calif. 90067
213-553-1040
Telex: 696374

2570 El Camino Real,
Suite 310
Mountain View, Calif. 94040
415-941-3537

101 W. Broadway, Suite 1300
San Diego, Calif. 92101
619-236-1188

50 California St., Suite 2450
San Francisco, Calif. 94111
415-989-0110

Colorado
370-17th St., Suite 2100
Denver, Colo. 80202
303-595-4000
Telex: 45-0934

Connecticut
Park City Plaza
10 Middle St.
Bridgeport, Conn. 06604
203-333-5133

District of Columbia
1901 L St., N.W.
Washington, D.C. 20036
202-463-0700
Telex: 62100620 HORWINTAS

2115 E. Jefferson St.
Rockville, Md. 20852
301-468-0888

Florida
201 Alhambra Circle
Coral Gables, Fla. 33134
305-442-2000
Telex: 264822 LH MIA UR

Barnett Plaza, Suite 1010
201 S. Orange Ave.
Orlando, Fla. 32801
305-843-9240

One Tampa City Center
201 N. Franklin St., Suite 2900
Tampa, Fla. 33602
813-226-7555

1645 Palm Beach Lakes Blvd.,
Suite 1100
West Palm Beach, Fla. 33401
305-689-6600

Georgia
225 Peachtree St., N.E.
Suite 2300, South Tower
Atlanta, Ga. 30303
404-581-0100

Illinois
P.O. Box 2618
1116 W. Main St.
Carbondale, Ill. 62901
618-457-8158

300 S. Riverside Plaza
Chicago, Ill. 60606
312-648-0555

Marriott Commerce Bldg.
509 S. 6th St.
Springfield, Ill. 62701
217-544-8955

Indiana
One American Square
Box 82051, Suite 2210
Indianapolis, Ind. 46282
317-631-0700

Massachusetts
Two Center Plaza
Boston, Mass. 02108
617-742-6100
Telex: 940899 LAV HOR BSN

Michigan
26400 Lahser Rd., Suite 200
Southfield, Mich. 48034
313-354-6000

Minnesota
100 Washington Square,
Suite 1650
Minneapolis, Minn. 55401
612-332-5500

Missouri
1100 CharterBank Center
920 Main St.
Kansas City, Mo. 64105
816-221-6500
Telex: 750189 LAVENTHOL UD

Ten Broadway, Suite 1000
St. Louis, Mo. 63102
314-421-1710

Nevada
Valley Bank Center, 7th Floor
101 Convention Center Dr.
Las Vegas, Nev. 89109
702-737-5533

New Jersey
Turnpike Plaza Bldg.
197 Highway 18
East Brunswick, N.J. 08816
201-257-6000

New York
445 Broad Hollow Rd.
Melville, L.I., N.Y. 11747
516-694-0530

919 Third Ave.
New York, N.Y. 10022
212-980-3100
Telex: 236501 LNH UR

1776 Broadway
New York, N.Y. 10019
212-586-6015
Telex: 640279

North Carolina
One NCNB Plaza, Suite 3420
Charlotte, N.C. 28280
704-377-0220

Ohio
National City Center
1900 E. 9th St.
Cleveland, Ohio 44114
216-696-4770

88 E. Broad St., Suite 980
Columbus, Ohio 43215
614-221-9494

6256 E. Market St., Suite 127
Warren, Ohio 44484
216-856-2134

Oregon
1850 Georgia Pacific Bldg.
900 S.W. Fifth Ave.
Portland, Ore. 97204
503-221-0141

Pennsylvania
The G.S.B. Bldg.
Bala Cynwyd, Pa. 19004
215-839-4500

P.O. Box 1865
Harrisburg, Pa. 17105
717-761-7171

1845 Walnut St.
Philadelphia, Pa. 19103
215-299-1700
Telex: 83-1396
HORWINTAS PHA

15 S. Franklin St.
Wilkes-Barre, Pa. 18701
717-822-1174

Puerto Rico
1701 Banco Popular Center
Hato Rey, P.R. 00918
809-765-5580

Rhode Island
One Hospital Trust Plaza,
7th Floor
Providence, R.I. 02903
401-421-4800

Texas
2121 San Jacinto St.,
Suite 1700
Dallas, Tex. 75201
214-754-7100
Telex: 730903 HORWINTAS DAL

333 Clay St., Suite 1100
Houston, Tex. 77002
713-658-1071

Washington
Metropolitan Park
1100 Olive Way
Seattle, Wash. 98101
206-621-1900

SUBSIDIARIES

Valuation Counselors, Inc.
230 W. Monroe St.
Chicago, Ill. 60606
312-368-0200

2055 Craigshire Dr., Suite 410
St. Louis, Mo. 63146
314-576-0035

Valuation Counselors Eastern, Inc.
Princeton Pike Office Park, CN 30
Princeton, N.J. 08540
609-896-0300

Valuation Counselors Central, Inc.
230 W. Monroe St.
Chicago, Ill. 60606
312-368-0900

Valuation Counselors Northeastern, Inc.
One Center Plaza
Boston, Mass. 02108
617-742-6766

Valuation Counselors Southeastern, Inc.
340 Interstate North Pkwy., Suite 440
Atlanta, Ga. 30339
404-955-0088

Valuation Counselors Southwestern, Inc.
2000 West Loop South, Suite 1365
Houston, Tex. 77027
713-877-0200

Valuation Counselors Western, Inc.
2049 Century Park East, Suite 2530
Los Angeles, Calif. 90067
213-553-1515

Valuation Counselors Property Records, Inc.
230 W. Monroe St.
Chicago, Ill. 60606
312-368-0200

General Systems Company, Inc.
83 Rt. 206, Rd. 3
Belle Mead, N.J. 08502
201-359-3440

HORWATH & HORWATH INTERNATIONAL
Headquarters: 919 Third Avenue, New York, NY 10022
212-980-3100 Telex: 236501 LNH UR
(Partner and correspondent firms in these countries)

Andorra
Argentina
Australia
Austria
Bahrain
Bermuda
Bhutan
Bolivia
Brazil
Cameroon
Canada
Cayman Islands
Channel Islands
Chile
Colombia
Costa Rica
Cyprus
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Ethiopia
Finland
France
Germany
Greece
Guatemala
Haiti
Hong Kong
Iceland
India
Indonesia
Iraq
Ireland
Israel
Italy
Jamaica
Japan
Jordan
Korea
Kuwait
Lebanon
Luxembourg
Malaysia
Mexico
Monaco
Nepal
Netherlands
New Zealand
Nigeria
Norway
Oman
Panama
Peru
Portugal
Qatar
Saudi Arabia
Singapore
South Africa
Spain
Sweden
Switzerland
Syria
Taiwan
United Arab Emirates
United Kingdom
Uruguay
Venezuela
Yemen
Zimbabwe